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Agenda item 121
Proposed programme budget for the biennium 2000-2001

Internal and external printing practices at the Organization

Note by the Secretary-General

I. Background

1. In its first report on the proposed programme budget for the biennium 2000-2001, the Advisory Committee on Administrative and Budgetary Questions (ACABQ) made two separate observations on the internal and external printing practices of the Organization. In chapter I, the Committee expressed its concern about the need for a rational basis for determining the mix of external and "in-house" printing, and repeated its request "that comparative data for all United Nations headquarters, encompassing all facilities available to the United Nations, should be provided early at the fifty-fourth session of the General Assembly on the relative costs of in-house printing and of outsourcing".[1] In chapter II, the Committee noted that printing was an area that should be given priority in developing common facilities and recommended that the Secretary-General "take immediate steps to prepare a comprehensive report for review by the Committee. The report should include information on the total cost of operating all printing facilities at Geneva and New York, the capacity of all the plants and the printing workload of all organizations concerned. Information should also be provided on the printing programme that is contracted out and comparative costs for in-house and external printing. The report should be prepared in time for the Committee to submit its recommendations to the General Assembly at its fifty-fifth session."[2] The present document, which should be considered a provisional report, covers current printing practices of the Organization and compiles the cost information and other financial data that are readily available. It also describes the process that the Secretariat intends to follow in order to provide the requested information in a more comprehensive way at a later date, as recommended by the Advisory Committee in the above-mentioned report.

II. Current printing practices of the Organization

2. Like most international organizations, the United Nations has traditionally used a mix of internal and external printing services. In the past, typesetting, page make-up, colour separation, pre-press work, and the binding of large publications were outsourced, because internal capacity in those areas was minimal and rudimentary or did not exist. Sales publications, volumes of official records and public information materials that had to be outsourced at the pre-reproduction or the binding stage were obvious candidates to be reproduced externally as well, because that arrangement reduced logistical problems. However, widespread use of desktop publishing and computer tools by authors and designers in most areas of the Secretariat as well as in units specialized in text-processing and copy preparation has progressively reduced the range of services

99-29987 (E) 211099

and of materials that need to be outsourced, so that now most jobs are fully prepared internally for reproduction and are also printed and bound in-house. The advantages of integrating the process argue in favour of internal reproduction.

3. Contrary to the limited internal resources available in the past for pre-reproduction work and heavy-duty binding, a large reproduction capacity has long been available to meet the demand for regular documents prepared for intergovernmental bodies — i.e., technically simple materials that must be produced within strict and short deadlines and in print runs of a few thousand copies. The reproduction equipment and the staff available make it possible to reduce the time required for reproduction and distribution to a fraction of the time required for research, drafting, clearance, translation and text-processing. As a rule of thumb, the overall production of a standard 16-page report — reproducing all language versions and placing them at document distribution points — is scheduled in hours — or one day, at most. The recent introduction of electronic pre-press equipment has made it possible to shorten reproduction deadlines further. Moreover, at Headquarters, at peak periods, as many as 100 such documents can be scheduled for distribution on a specific day. The operation of the Headquarters reproduction plant, with its three shifts around the clock, is an essential component of this arrangement.

4. Though most of the equipment installed at New York and Geneva is intended to produce a high volume of regular documents, certain components have been added at different stages to provide a wider range of products (magazines, books, leaflets, stationery, posters etc.). As a result, the current configuration in New York is also used to reproduce sales publications, official records and public information materials (magazines, posters, leaflets etc.) with rather elaborate designs, multiple colours, laminated covers, and in different grades of paper and to bind books of up to 1,000 pages, all of which had to be done externally in the past. The submission by authors and designers of originals in electronic files and the digitalization of the pre-press work has made it easier to reproduce in less time more complex products of increasing quality. Although overall capacity at Geneva is lower than in New York, the range of available services is essentially comparable at both duty stations.

5. This diversification in reproduction output has required equipment purchases but no expansion in other resources. In fact, the number of posts in the Reproduction Sections in New York and Geneva, after remaining stable for several years, was reduced by 15 and 9 posts, respectively, at the end of the 1996-1997 biennium to a current strength of about 100 staff and 60 staff, respectively.

6. Pooling the new resources available in different areas means that the following are now fully produced internally: the *United Nations Chronicle* (a multicolour magazine); the public information version of the *Annual Report of the Secretary-General on the Work of the Organization*; several versions of *Basic Facts about the United Nations*; the frequent and large reprints of the Charter of the United Nations and the Declaration of Human Rights; multicolour leaflets on different public information issues (recently on money-laundering and peacekeeping); the *World Economic and Social Survey* (English edition in two colours); all *Official Records* of the General Assembly, the Security Council and the Economic and Social Council; most legal publications (other than the *Treaty Series*); and most economic, social and statistical publications.

III. Financial and costing issues

7. ACABQ has noted and encouraged the trend towards increased use of internal capacity. In its first reports on the proposed programme budgets for the bienniums 1996-1997[3] and 1998-1999,[4] it pointed to the need to expand the use of such capacity, if necessary, by redesigning products so that they could be printed internally and by taking advantage of advances in technology. As described above, the Secretariat has implemented a number of measures for expanding internal printing, in response to those decisions. During the 10-year period 1988-1997, actual expenditures on external printing decreased on an Organization-wide basis from roughly $8.0 million in 1988-1989 to $6.0 million in 1996-1997. The decrease was mainly concentrated at Headquarters, where there is more internal capacity than at any other duty station, with expenditures falling there from $5.6 million to $3.4 million. Some more recent data, however, contradict this trend. The proposed programme budget for 2000-2001 provides for increases in external printing resources in some areas, mainly for public information activities in connection with special conferences, and for reducing backlogs in the issuance of volumes of the *Treaty Series* and of publications of the International Court of Justice.

8. At the request of the Advisory Committee, in 1997 the Joint Inspection Unit (JIU) prepared a report on United Nations publications. In that report JIU stated that experiences with regard to internal and external printing had been mixed, indicating that four organizations had found external printing of publications to be less expensive, while

two others had reported the opposite result.[5] The Secretary-General, in his comments on the JIU report, referred to the lack of a cost-accounting system, noted the increased volume and range of publications being printed internally, and stated that while "a thorough review of the cost-effectiveness of internal versus external printing could be useful, experience has suggested that the Organization's varied needs are best met at present through a judicious mix of both printing options".[6] The report was considered by the Advisory Committee in 1998.[7] Both bodies have underlined the need for cost comparisons between internal and external printing.

9. The need for a considerable internal printing capacity is obvious for the reasons indicated above. It is worth noting that, although under the agreement governing the joint provision of conference services at Vienna, the United Nations Office at Vienna gets printing services from the International Atomic Energy Agency, the Office has found it essential to operate, in addition, a small reproduction facility consisting of high-speed photocopiers for the quick delivery of in-session documentation. New means of electronic dissemination will not eliminate the use of hard copies, even if reductions in paper usage can and have been achieved by cutting print runs, pruning distribution lists, introducing new document formats and resorting to ad hoc printing of additional copies instead of keeping large stocks for future use.

10. In-house facilities also offer the advantages of an integrated production process not subject to outside controls, which can interfere with, for example, last-minute corrections in manuscripts (very frequent in organizations where many printed materials must be absolutely up-to-date and are subject to complex clearance procedures) or constant changes in relative priorities. In addition, they do not require procurement and related actions.

11. On the other hand, external services provide even greater product diversification than do the recently expanded internal plants, and this is very often why a decision is taken to print externally. External printing is also a very effective means of eliminating backlogs, because outside production schedules are not subject to the unforeseen demands of the Organization. Another basic reason for resorting to external printing is that, although internal capacity may be sufficient to meet overall yearly demand, during specific periods of time it may not be so.

12. For all these reasons, continued use of both internal and external printing is advisable, just as a combination of permanent staff, on the one hand, and temporary assistance, consultants or contractors on the other, provides flexibility in many areas of activity. This does not mean, however, that better cost information would not be useful. In 1995, the then Department of Administration and Management and its Office of Conference and Support Services preliminarily decided that outside consultants should be engaged to do a study on the efficiency of internal printing in New York and Geneva, with special attention to the possible cost-benefits of outsourcing certain operations. The project, however, could not be implemented due to a need to surrender available consultancy funds as part of economy measures adopted at the time.

13. At the same time, JIU and the Office of Internal Oversight Services initiated studies on outsourcing and common services,[8] in addition to the JIU report on publications mentioned above. In order to avoid possible duplication, it was considered advisable to await the result of those studies. None of them, however, provided for clear cost or efficiency comparisons, although the issue of printing was examined. On the other hand, the studies emphasized the need to pursue actively the use of existing United Nations printing facilities in New York and Geneva as providers of printing services to other agencies and organizations.

14. Limited ad hoc cost comparisons can be made. The Reproduction Section in New York has written a computer programme that allows it to estimate the cost of individual jobs, by capturing the cost of staff and materials involved. It does not include capital costs or other items, like power and maintenance, for example, or overhead. It has been used selectively and exclusively to provide indicative information as to whether certain jobs that can be done internally — mainly public information materials — should be outsourced and, if so, at what indicative cost, if certain tight deadlines must be met at a time when demand for internal capacity is very high. The Reproduction Section in Geneva intends to develop a similar system, with some modifications to take into account its specific needs.

15. The internal costs estimated on this ad hoc basis for seven products or services for which external bids were also obtained ranged from as low as 20 per cent to as high as 74 per cent of the corresponding external costs, with the procurement of limited services (binding) at the lower end and full reproduction of posters and publications at the higher end. All available cost comparisons apply exclusively to publications or information materials. The internal printing cost of parliamentary documentation has not been compared with external costs.

IV. Proposals for further action

16. In order to comply with the requests of the Advisory Committee spelled out in paragraph 1 above, the Secretariat intends to submit a comprehensive report to the General Assembly at its fifty-fifth session. The costing system analysis briefly described in paragraphs 14 and 15 above will be used to compare the internal costs with the external costs of those products for which actual bids are requested by the United Nations during the next four or five months. Relevant data will be requested in New York from the United Nations Children's Fund, the United Nations Development Programme, the United Nations Population Fund and the United Nations Office for Project Services (United Nations Secretariat), all of which have internal or external printing programmes or a combination of both. Similar data will be gathered at Geneva, if possible, taking into account the facts that a costing system for individual jobs is not yet available and that five reproduction facilities operating there belong to other organizations — namely, to the International Labour Organization, the International Telecommunication Union, the World Health Organization, the World Intellectual Property Organization, and the World Trade Organization.

17. It is expected that the information that will be compiled during that exercise will provide a sufficient basis for any decision on the printing policies of the Organization that the General Assembly may wish to take.

Notes

[1] *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 7* (A/54/7), para. 78.

[2] Ibid., chap. II, para. VIII.58.

[3] Ibid., *Fiftieth Session, Supplement No. 7* (A/50/7), paras. 78 and VII.16.

[4] Ibid., *Fifty-second Session, Supplement No. 7* (A/52/7/Rev. 1), para. II.16.

[5] A/51/946, para. 60.

[6] A/52/685, para. 48.

[7] See A/53/669.

[8] See A/51/686 and Add. 1 and 2, A/51/804, A/52/338, A/53/787 and A/54/157.

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Temporary assistance for meetings: requirements for 2000-2001

Note by the Secretary-General

Summary

The present note has been issued in response to the request made by the Advisory Committee on Administrative and Budgetary Questions in its first report on the proposed programme budget for the biennium 2000-2001 that the Secretary-General provide further justification to the General Assembly at its fifty-fourth session for the reductions in temporary assistance for meetings shown in section 2 of the proposed programme budget for the next biennium.

Estimated conference-servicing workloads for the biennium 2000-2001 project a level of demand for conference services broadly equivalent to the servicing requirements addressed in the current biennium. On the assumption that the services provided in 1998-1999 have been adequate to support the Organization's conference and meetings activities during the period, it is proposed that the staffing of conference services at Headquarters, the United Nations Office at Geneva and the United Nations Office at Vienna, both permanent and temporary, be maintained during the next biennium at its current levels. Consequently, actual expenditure for temporary assistance for meetings in 1998-1999 was considered a sound basis to estimate requirements for the biennium 2000-2001.

Perceived problems in the delivery of conference services are being addressed through managerial efforts to enhance quality control and utilization of capacity. Some shortcomings have causes that are outside the area of responsibility of conference services. While increased levels of temporary assistance could help overcome those problems, this possible approach would have to be considered in relation to relevant provisions of General Assembly resolutions and to concerns about cost-efficiency.

99-30093 (E) 211099

I. Background

1. In chapter II, paragraph I.39, of its first report[1] on the proposed programme budget for the biennium 2000-2001,[2] the Advisory Committee on Administrative and Budgetary Questions noted that in section 2, General Assembly affairs and conference services, of the proposed programme budget for the next biennium the requirements for temporary assistance for meetings showed reductions compared with the level of resources approved for the biennium 1998-1999. The Advisory Committee was of the view that the proposed estimates and the additional information given to it did not contain sufficient justification for the proposed reductions. Bearing in mind the level and quality of services to be provided, the Committee requested the Secretary-General to provide further justification to the General Assembly at its fifty-fourth session. The Committee stated further[3] that the proposed reductions in temporary assistance for meetings needed to be evaluated in the light of apparent and persistent instances of problems concerning the level and quality of a number of services, such as translation, interpretation and timely publication of official records.

2. The reductions relating to temporary assistance for meetings of conference services at Headquarters, the United Nations Office at Geneva and the United Nations Office at Vienna noted by the Advisory Committee, as proposed in paragraphs 2.48 (a) ($2,110,400), 2.73 ($1,669,100) and 2.120 ($1,058,000) of section 2 of the proposed programme budget, add up to $4,873,500 before recosting. It should be noted with respect to the proposed reduction in Geneva ($1,669,100) that it represents a net reduction in temporary assistance for meetings in the amount of $1,832,700, offset in part by an increase under overtime in the amount of $163,600. With respect to Vienna, it should be noted that a further reduction was proposed in paragraph 2.126 of that section in the amount of $425,100. Thus, the overall proposed decrease in resources for temporary assistance for meetings amounts to $5,426,200, broken down as follows: New York $2,110,400, Geneva $1,832,700 and Vienna (under the full budget) $1,483,100.

II. Calculation of requirements for temporary assistance for meetings

3. As indicated in paragraph 2.5 of section 2, given the degree of uncertainty inherent in the timing and volume of the demand for conference services, the capacity of the Department of General Assembly Affairs and Conference Services is programmed below the foreseeable levels required and supplemented as necessary through the use of temporary assistance for meetings. It follows that the requirement for temporary assistance will depend on two factors, the level of the established or permanent servicing capacity and the projected level and timing of overall demand.

4. According to the proposed programme budget for the biennium 2000-2001, the established servicing capacity in all three duty stations would remain at its current levels. As may be seen from the tables of significant workload indicators in section 2, the demand for conference services in 2000-2001 is expected to remain at the level estimated for 1998-1999, which is generally somewhat lower than the average level experienced during the period from 1992 to 1997.

5. In those circumstances, it seemed advisable to base the requirements for temporary assistance for meetings for the next biennium on actual expenditures incurred for this item in 1998-1999, which are currently projected at approximately $39 million for the three duty stations. This is consistent with the budgetary approach outlined in paragraph 2.8 of section 2, which states that the overall level of the servicing workload under the section was estimated for the biennium 2000-2001 as broadly equivalent to the volume of services to be provided for the General Assembly, the Economic and Social Council and all other United Nations organs and special meetings during the biennium 1998-1999.

6. In that connection, it should be noted that although there are four special sessions of the General Assembly and a number of other major meetings scheduled or planned for the next biennium, past experience and the information available at present do not suggest that those meetings would raise the overall demand for conference services substantially over the levels of 1998-1999. It should be pointed out, however, that there is still a considerable degree of uncertainty regarding the format of some of the meetings and the services they will require.

7. Some managerial actions taken over the past few years have helped to reduce actual expenditures on temporary assistance for meetings without impairing servicing capacity. One such action was the priority assigned to the recruitment of local freelance language staff, with the resulting savings in travel and daily subsistence expenses. Another is the closer alignment of capacity and demand, through improved workload forecasting and judicious overprogramming. Yet another, in the translation area, is the heavy reliance on contractual arrangements as an alternative to more costly in-house translation by temporary staff. Remote translation

by duty stations with available capacity to relieve others labouring under peak demand has also contributed to reducing the overall need for temporary assistance.

III. Temporary assistance levels vis-à-vis perceived shortcomings in service delivery

8. In its observations on the issue the Advisory Committee linked the level of resources for temporary assistance to problems concerning the quality and availability of interpretation and documentation services.

9. As regards interpretation, efforts are being made to ensure quality by recruiting only temporary staff of proven skills and by encouraging permanent staff to avail themselves of existing training opportunities to enhance their proficiency. All complaints are traced and supervisors monitor performance to make sure that standards are being met.

10. However, if at any given time the need for temporary assistance increases beyond certain levels, wider recruitment of freelance staff has to be undertaken and it might happen that resort has to be had to interpreters who are less experienced in the work of the Organization. In addition, unforeseen fluctuations in demand may require recruitment of temporary staff at very short notice. The most skilled language professionals, who usually make commitments well in advance of actual dates of service, are not likely to be available in such cases.

11. Longer-term recruitment of a larger number of temporary interpreters could increase servicing capacity and possibly ensure quality at the same time, but this would entail a higher risk of wasting resources. Here, the need to make sure that all service entitlements can be met has to be balanced responsibly with managerial concerns about optimizing cost-efficiency.

12. Occasionally, interpretation services have been unavailable for meetings of bodies that meet as required, that is, that do not hold scheduled sessions, and of regional groups and other major groupings of Member States. In the case of the former, the usual effect is that the body concerned must meet on a date or at a time different from that originally requested.

13. A report on the provision of interpretation services to meetings of regional and other major groupings of Member States is before the General Assembly in the report of the Secretary-General of 6 August 1999 (A/54/208). As reported therein, although the number of requests for services for such meetings rose sharply between 1996 and 1999 (from 125 in the period from July 1996 to June 1997 to 314 from June 1998 to July 1999), the percentage of meetings for which interpretation could not be provided dropped from 32 to 16.6 over the same period.

14. While further improvements could be achieved through more advanced planning of the work programmes of calendar bodies and more flexibility in the scheduling of the meetings concerned, only an increase in interpretation capacity, presumably achieved with higher levels of temporary assistance, would increase the likelihood that requests for services for such meetings could be met. However, current legislation on the matter, reaffirmed most recently by the General Assembly in its resolution 53/208 A of 18 December 1998, requires that interpretation services be provided to those meetings "on an ad hoc basis, in accordance with established practice" (para. 28), that is, with capacity freed by cancellations of meetings of calendar bodies, rather than with resources specifically allocated for the purpose.

15. Efforts to maintain or enhance the quality of translated documents and publications have been ongoing for some time and include the close monitoring of self-revision rates where they have been excessive; careful selection of material to be translated contractually and a strengthening of the quality controls applied to contractual translation; increased training opportunities for translation staff; and the introduction in 1999 of computer assisted translation. While additional staffing in the translation services might make it easier for them to reduce self-revision and to devote more time to each individual text, the possibilities here are constrained by the limited pool of experienced freelance translators and, again, by concerns about maintaining appropriate productivity levels.

16. It may be relevant to mention here that both the interpretation and the translation services have been affected in their efforts to ensure quality and capacity by the restrictions imposed by the General Assembly in its decision 51/408 of 4 November 1996 on the temporary recruitment of retirees, since retired language staff are the best source of qualified and experienced temporary assistance for those services.

17. As regards the delayed issuance of documents, it has been pointed out frequently that the main cause of the situation is the late submission of material by author units to the processing services. Some progress has been made in this area through the designation of departmental focal points for documentation and improved coordination at the

initial stages of document production. As a result, the delivery of documents for the General Assembly was slightly better in 1999 than in 1998. Nevertheless, by 31 July — the date by which, according to the six-week rule, all pre-session documents for the fifty-fourth session should have been issued — only 27 per cent of the documentation had been submitted for processing.

18. Theoretically, if late submission were accepted as inevitable and the onus for timely circulation were shifted entirely to the processing services, the problem could be addressed by increasing the capacity of the editorial, translation, text-processing, reproduction and distribution services through the addition of more temporary staff at peak periods. However, current rules on submission and issuance of documentation preclude such an approach.

Notes

[1] *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 7* (A/54/7).

[2] Ibid., *Supplement No. 6* (A/54/6/Rev.1).

[3] Ibid., *Supplement No. 7* (A/54/7), chap. II, para. I.40.

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Reformulated narrative of section 12, Environment, of the proposed programme budget for the biennium 2000–2001

Note by the Secretary-General

1. In paragraph 235 of the report on its thirty-ninth session,[1] the Committee for Programme and Coordination recommended: (a) that the narrative of section 12, Environment, of the proposed programme budget for the biennium 2000–2001[2] be reformulated in conformity with the standard presentation of the other sections of the proposed programme budget, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and the resolutions and decisions of relevant intergovernmental bodies subject to the final approval of the General Assembly; and (b) that the revised narrative be submitted to the Assembly for consideration at its fifty-fourth session.

2. Pursuant to those recommendations, the following revisions to the narrative of section 12, Environment, are submitted to the General Assembly for it to take such action as it deems appropriate.

3. Owing to the scope of the revisions, it was considered preferable to reissue the section in its entirety. The paragraphs and tables that have not been changed are cross-referenced to the corresponding paragraph or table appearing in section 12 of the proposed programme budget.[2] New material is so indicated. Changes were also made to the organization chart to correct errors in the distribution of posts in certain organizational units.

[1] *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 16* (A/54/16).
[2] Ibid., *Supplement No. 6* (A/54/6/Rev.1).

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Section 12
Environment

(Programme 10 of the medium-term plan for the period 1998-2001)

Overview

12.1 The United Nations Environment Programme (UNEP) was established by the General Assembly by its resolution 2997 (XXVII) of 15 December 1972, with the Governing Council of UNEP as its policy-making organ and a secretariat to serve as a focal point for environmental action and coordination within the United Nations system. The secretariat is headed by an Executive Director who is elected by the General Assembly on the nomination of the Secretary-General. The Executive Director is responsible for the administration of the Environment Fund, under the authority and policy guidance of the Governing Council. The extrabudgetary resources of UNEP are administered by the Executive Director in accordance with the rules and regulations of the Environment Fund. *[former para. 12.1]*

12.2 The overall objective of the programme, the achievement of which is being carried out in coordination with other relevant United Nations agencies and international organizations, as appropriate, is to provide leadership and encourage partnership in caring for the environment by inspiring, informing and enabling nations and peoples to improve their quality of life without compromising that of future generations. *[former para. 12.2]*

12.3 The mandate of UNEP has been confirmed through various legislative measures, both by the General Assembly and the Governing Council of UNEP. Agenda 21 also established the need for an enhanced and strengthened role for UNEP and its Governing Council and indicated action that UNEP should undertake to contribute to its implementation. UNEP is also providing the secretariats to several global and regional conventions that have been established in areas related to UNEP programmatic activities. *[former para. 12.3]*

12.4 The Governing Council of UNEP at its nineteenth session, in 1997, defined and clarified the role and mandate of UNEP in the Nairobi Declaration on the Role and Mandate of the United Nations Environment Programme (decision 19/2), which was endorsed by the General Assembly at its nineteenth special session in June 1997. Subsequently, in its decision SS.V/2 of 22 May 1998 on the revitalization, reform and strengthening of UNEP, adopted at its fifth special session, the Governing Council took, *inter alia*, the following decisions:

(a) It affirmed that the future reform of UNEP, in the context of the United Nations reform, should be predicated on the following considerations:

(i) The future activities and organizational structure of the secretariat of UNEP should be fully in line with the mandate contained in the Nairobi Declaration;

(ii) Reform should aim at the further enhancement of the role of UNEP as the principal United Nations body in the field of the environment;

(iii) The further organizational reform of UNEP, based on the proposals of the Executive Director, must ensure a more rational, efficient and cost-effective functioning of the secretariat of UNEP as a whole;

(b) It identified five areas of concentration: (i) environmental information, assessment and research, including environmental emergency response capacity and strengthening of early warning and assessment functions; (ii) enhanced coordination of environmental conventions and development of environmental policy instruments; (iii) fresh water; (iv) technology transfer and industry; and (v) support to Africa;

(c) It requested the Executive Director to develop further his new proposals in the context of the programme of work for the biennium 2000–2001, and to make recommendations thereon to the Governing Council at its twentieth session. *[former para. 12.4]*

12.5 Given the timing of the decisions of the Governing Council at its fifth special session, it was not possible to include the programmatic aspects of the UNEP restructuring in the revisions to the medium-term plan for the period 1998–2001 submitted to the General Assembly at its fifty-third session. Nevertheless, it should be noted that the report of the UNEP Governing Council on its fifth special session was also submitted to the General Assembly at its fifty-third session. In its resolution 53/187 of 15 December 1998 on the report of the Governing Council of UNEP, the Assembly welcomed that report of the Council and the decisions contained therein, and recognized, in particular, decision SS.V/2. *[former para. 12.5]*

12.6 The proposals of the Executive Director were submitted to the Governing Council at its twentieth session, in February 1999. By its resolution 20/31 (III) of 4 February 1999, the Council, *inter alia*, approved the programmatic restructuring set out in the proposed programme of work for the biennium 2000–2001, consisting of 7 subprogrammes and 26 subprogramme elements, which integrates all elements previously contained in the programme activity centres, as established in earlier decisions of the Governing Council, and, as a result, noted the dissolution of the following programme activity centres: dryland ecosystems and desertification control, environmental law and institutions, Global Environment Monitoring System, industry and environment, International Register for Potentially Toxic Chemicals, International Referral System for Sources of Environmental Information (INFOTERRA), Global Resource Information Database and oceans and coastal areas. *[former para. 12.6]*

12.7 The proposals of the Executive Director are designed to restructure the Programme and secretariat along functional lines. Programmatically, the restructuring includes a revised subprogramme structure comprising seven subprogrammes: Environmental assessment and early warning; Policy development and law; Policy implementation; Technology, industry and economics; Regional cooperation and representation; Environmental conventions; and Communications and public information. Administratively, the restructuring implies the transfer to the United Nations Office at Nairobi, under section 27G, Administration, Nairobi, of the functions of budget administration, staffing table control, implementation of audit responses and provision of administrative support to the Programme and to the secretariats of the environmental conventions associated with UNEP. In line with this reorganization, the Budget and Fund Management Service of UNEP is to be consolidated under the Division of Administrative Services of the United Nations Office at Nairobi, with the corresponding transfer of 11 Professional and 25 Local level posts. The other organizational units, which were part of the Budget and Fund Management Service, such as the Programme Management and Coordination Unit and the Internal Oversight and Evaluation Unit are transferred to the Office of the Executive Director. In addition, the functions of regional representation, which previously were part of executive direction and management, have been integrated into the programme of work. *[former para. 12.7]*

12.8 These proposals are reflected in the present section, as well as in sections 1 and 27G, as relevant. *[former para. 12.8]*

12.9 The restructuring of the Programme and secretariat along functional lines for the biennium 2000–2001 is a major departure from the traditional form and practice, as it does not directly highlight allocations by major sectoral issues, such as fresh water, oceans, land, biodiversity, forests, health and atmosphere. The new structure does not mean that any of the major environmental issues will receive less attention in the programme planning and implementation, but rather it implies that they will be strategically addressed through appropriate mechanisms. *[former para. 12.9]*

12.10 In its resolution 53/242 of 28 July 1999 entitled "Report of the Secretary-General on environment and human settlements", the General Assembly welcomed the efforts undertaken to strengthen the United Nations in the field of environment and human settlements, and called upon UNEP and the United Nations Centre for Human Settlements (Habitat) to increase cooperation and strengthen coordination of their activities. The

Assembly supported the proposal of the Secretary-General regarding the establishment of an environmental management group for the purpose of enhancing inter-agency coordination in the field of environment and human settlements. It welcomed the proposal to institute an annual ministerial-level global environmental forum, with the UNEP Governing Council constituting the forum in the years that it meets in regular session and, in alternate years, with the forum taking the form of a special session of the Governing Council in which participants could gather to review important and emerging policy issues in the field of the environment. The Assembly supported the proposals for the facilitation of and support for enhancing linkages and coordination within and among environmental and environment-related conventions, and welcomed the proposals for the involvement, participation and engagement of major groups active in the field of environment and human settlements, with due consideration for the relevant rules, regulations and procedures of the United Nations. The Assembly stressed the need to enhance further the role of UNEP as an implementing agency of the Global Environment Facility (GEF), and reiterated the importance of strengthening the capacity and capability of UNEP in the areas of information, monitoring and assessment of global and regional environmental trends and early warning information on environmental threats. It stressed the need to ensure that capacity-building and technical assistance as well as research and scientific studies in the field of environment remained important components of the work programme of UNEP. The Assembly welcomed the proposals to continue ongoing work in the development of indicators in the field of environment and human settlements while stressing the importance of the need to avoid duplication of efforts. The Assembly requested the Secretary-General to submit to it at its fifty-fourth session a report on the implementation of the resolution. A review of the programmatic and financial requirements to implement the resolution is currently being carried out, and the outcome will be included in the report to be submitted to the Assembly at its fifty-fourth session. *[new]*

12.11 The estimated resources of $8,713,900 proposed for the biennium 2000–2001 reflect a decrease of $42,700, or 0.4 per cent, resulting from increases and decreases under various objects of expenditure, including the transfer of resources for travel ($49,600) from this section to section 1 for the travel requirements of the Office of the Director-General of the United Nations Office at Nairobi. *[former para. 12.10]*

12.12 The extrabudgetary resources estimated at $182,709,300 for the biennium 2000–2001, represent 95.08 per cent of the total resources available to this programme. The existing arrangements for intergovernmental review and management of these extrabudgetary funds provide for the Governing Council of UNEP to approve biennial budgets to govern the use of such extrabudgetary resources. *[former para. 12.11]*

12.13 The estimated percentage distribution of the resources under section 12 for the biennium 2000–2001 would be as follows: *[former para. 12.12]*

	Regular budget	*Extra-budgetary*
	(percentage)	
A. Policy-making organs	14.7	–
B. Executive direction and management	24.6	8.4
C. Programme of work	60.7	91.6
Total	**100.0**	**100.0**

Table 12.1 **Summary of requirements by component** *[former table 12.1]*

(Thousands of United States dollars)

(1) *Regular budget*

Component	1996-1997 expenditures	1998-1999 appropriations	Resource growth		Total before recosting	Recosting	2000-2001 estimates
			Amount	Percentage			
A. Policy-making organs	1 434.8	1 281.8	–	–	1 281.8	71.7	1 353.5
B. Executive direction and management	3 180.0	4 102.1	(1 955.4)	(47.6)	2 146.7	190.5	2 337.2
C. Programme of work	2 385.5	3 372.7	1 912.7	56.7	5 285.4	487.3	5 772.7
Total	**7 000.3**	**8 756.6**	**(42.7)**	**(0.4)**	**8 713.9**	**749.5**	**9 463.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	1998-1999 estimates	Source of funds	2000-2001 estimates
		(a) Services in support of	
–	–	(i) United Nations organizations	–
5 922.7	9 977.8	(ii) Extrabudgetary activities	6 857.8
		(b) Substantive activities	
4 636.7	8 039.7	General trust funds	13 978.0
12 693.0	18 423.2	Environment Fund	8 523.6
		(c) Operational projects	
54 612.8	80 000.0	Environment Fund	105 000.0
22 658.7	32 378.1	Technical cooperation trust funds	32 219.6
15 397.3	11 851.7	Counterpart contributions	16 130.4
Total	**115 921.2**	**160 670.5**		**182 709.4**
Total (1) and (2)	**122 921.5**	**169 427.1**		**192 172.8**

Table 12.2 **Summary by object of expenditure** *[former table 12.2]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	1996-1997 expenditures	1998-1999 appropriations	Resource growth		Total before recosting	Recosting	2000-2001 estimates
			Amount	Percentage			
Posts	5 072.7	6 775.9	23.0	0.3	6 798.9	624.3	7 423.2
Other staff costs	1 314.1	1 148.3	–	–	1 148.3	35.3	1 183.6
Consultants and experts	169.8	204.3	(24.5)	(11.9)	179.8	20.6	200.4
Travel	250.9	292.9	(49.6)	(16.9)	243.3	11.8	255.1
Contractual services	42.0	38.3	–	–	38.3	6.9	45.2
General operating expenses	138.5	217.6	8.4	3.8	226.0	37.9	263.9
Hospitality	3.6	5.8	–	–	5.8	1.1	6.9
Supplies and materials	4.0	53.1	–	–	53.1	9.4	62.5
Furniture and equipment	4.7	20.4	–	–	20.4	2.2	22.6
Total	**7 000.3**	**8 756.6**	**(42.7)**	**(0.4)**	**8 713.9**	**749.5**	**9 463.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Object of expenditure*	*2000-2001 estimates*
68 067.7	67 691.5	Posts	81 714.5
1 260.0	2 097.1	Other staff costs	1 067.5
5 197.6	6 483.1	Consultants and experts	7 489.0
7 668.4	8 576.8	Travel	8 111.9
9 235.5	20 486.2	Contractual services	23 113.3
13 086.8	16 630.9	General operating expenses	16 196.7
555.6	1 251.5	Supplies and materials	1 056.8
1 124.8	1 957.5	Furniture and equipment	1 540.4
16.0	–	Alteration and improvement of premises	–
2 739.1	379.7	Grants and contributions	11 574.9
6 969.7	35 116.2	Other expenditures	30 844.4
115 921.2	**160 670.5**		**182 709.4**
122 921.5	**169 427.1**		**192 172.8**

Table 12.3 **Post requirements** *[former table 12.3]*

Organizational unit: United Nations Environment Programme

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	1	1	1	1
D-2	3	3	–	–	7	3	10	6
D-1	1	1	–	–	19	27	20	28
P-5	6	6	–	–	32	46	38	52
P-4/3	10	10	–	–	103	139	113	149
P-2/1	1	1	–	–	30	39	31	40
Total	**22**	**22**	**–**	**–**	**192**	**255**	**214**	**277**
General Service category								
Principal level	1	1	–	–	–	–	1	1
Other levels	5	5	–	–	11	11	16	16
Total	**6**	**6**	**–**	**–**	**11**	**11**	**17**	**17**
Other categories								
Local level	11	11	–	–	222	225	233	236
Total	**11**	**11**	**–**	**–**	**222**	**225**	**233**	**236**
Grand total	**39**	**39**	**–**	**–**	**425**	**491**	**464**	**530**

A. Policy-making organs

Table 12.4 **Summary by object of expenditure** *[former table 12.4]*

(Thousands of United States dollars)

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Other staff costs	1 260.9	1 073.4	–	–	1 073.4	32.6	1 106.0
Travel	5.9	–	–	–	–	–	–
Contractual services	32.1	36.8	–	–	36.8	6.9	43.7
General operating expenses	132.0	136.6	–	–	136.6	25.6	162.2
Hospitality	3.6	5.8	–	–	5.8	1.1	6.9
Supplies and materials	0.3	29.2	–	–	29.2	5.5	34.7
Total	**1 434.8**	**1 281.8**	–	–	**1 281.8**	**71.7**	**1 353.5**

12.14 The Governing Council, consisting of 58 member States, is the policy-making organ of UNEP. The Council holds its sessions biennially and reports to the General Assembly through the Economic and Social Council. *[former para. 12.13]*

12.15 In its decision 19/1 B, the Governing Council created a 36-member inter-sessional High-Level Committee of Ministers and Officials in Charge of Environment, which meets in Nairobi at least once a year. As this inter-sessional body has assumed some of the duties and responsibilities of the Council, the duration of the latter's regular session has been reduced to five days. The twentieth session of the Council took place in February 1999 and the twenty-first is scheduled for February 2001. *[former para. 12.14]*

Resource requirements (at current rates)

Other staff costs

12.16 An estimated amount of $1,073,400, at maintenance level, would be required as follows: (a) $1,001,900 for temporary assistance for meetings of the twenty-first session of the Council and (b) $71,500 for overtime of staff during that session. *[former para. 12.15]*

Contractual services

12.17 The estimated amount of $36,800, at maintenance level, relates to contractual translation of UNEP documents that are required urgently and cannot be provided in-house. *[former para. 12.16]*

General operating expenses and hospitality

12.18 A provision in the amount of $142,400, at maintenance level, would be required as follows: (a) $20,300 for the cost of rental and maintenance of equipment and provision of back-up services for computer equipment; (b) $35,700 for communications, including dispatch of documentation to members of the Council; (c) $20,300 for back-up services for electrical and electronic equipment; (d) $60,300 for miscellaneous services, including the fees for sound technicians and engineers for the operation of simultaneous interpretation equipment; and (e) $5,800 to cover the cost of official functions held by the President of the Council and the Executive Director of UNEP during the session of the Council. *[former para. 12.17]*

Supplies and materials

12.19 An estimated amount of $29,200, at maintenance level, would be required for printing supplies and materials. *[former para. 12.18]*

B. Executive direction and management

1. Office of the Executive Director

Table 12.5 **Summary by object of expenditure** *[former table 12.5]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	2 273.3	3 100.1	(1 779.3)	(57.3)	1 320.8	167.9	1 488.7
Other staff costs	52.1	73.4	(73.4)	(100.0)	–	–	–
Travel	103.8	109.1	(78.1)	(71.5)	31.0	1.5	32.5
General operating expenses	6.5	35.0	(21.2)	(60.5)	13.8	2.6	16.4
Supplies and materials	3.7	10.4	(3.4)	(32.6)	7.0	1.3	8.3
Furniture and equipment	–	10.5	–	–	10.5	2.0	12.5
Total	**2 439.4**	**3 338.5**	**(1 955.4)**	**(58.5)**	**1 383.1**	**175.3**	**1 558.4**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
5 922.7	9 977.8	(ii) Extrabudgetary activities	6 857.8
		(b) Substantive activities:	
–	–	General trust funds	–
12 693.0	18 423.2	Environment Fund	8 523.6
18 615.7	**28 401.0**	**Total**	**15 381.4**
21 055.1	**31 739.5**	**Total (1) and (2)**	**16 939.8**

Table 12.6 **Post requirements** *[former table 12.6]*

Organizational unit: Office of the Executive Director

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
USG	1	1	–	–	–	–	1	1
ASG	–	–	–	–	1	1	1	1
D-2	1	–	–	–	3	–	4	–
D-1	–	–	–	–	5	3	5	3
P-5	4	1	–	–	8	3	12	4
P-4/3	3	2	–	–	33	18	36	20
P-2/1	–	–	–	–	6	3	6	3
Total	**9**	**4**	**–**	**–**	**56**	**28**	**65**	**32**
General Service category								
Other levels	4	–	–	–	11	–	15	–
Total	**4**	**–**	**–**	**–**	**11**	**–**	**15**	**–**
Other categories								
Local level	4	5	–	–	71	43	75	48
Total	**4**	**5**	**–**	**–**	**71**	**43**	**75**	**48**
Grand total	**17**	**9**	**–**	**–**	**138**	**71**	**155**	**80**

12.20 Executive direction and management is composed of the Office of the Executive Director and the United Nations Scientific Committee on the Effects of Atomic Radiation. As a result of the restructuring, regional representation has been incorporated into the programme of work, and the responsibility for the administration and management of the Environment Fund has been transferred to the United Nations Office at Nairobi. *[former para. 12.19]*

12.21 The Executive Director of UNEP has overall responsibility within the United Nations system for providing leadership on environmental policy, assessing the causes and effects of environmental change, identifying emerging issues and catalysing responsive international action. The Executive Director is also responsible for the coordination of environmental activities within the United Nations system and the provision of support to the UNEP Governing Council. *[former para. 12.20]*

Resource requirements (at current rates)

Posts

12.22 The estimated amount of $1,320,800, reflecting a decrease of $1,779,300, would cover the cost of the posts shown in table 12.6. The decrease of $1,779,300 results from the redeployment of one D-2, three P-5, one P-3 and four General Service (Other level) posts to the programme of work in exchange for the redeployment of one Local level post from the programme of work to meet additional requirements of the Office of the Executive Director. The redeployment of the posts to programme of work is proposed as part of the restructuring of the UNEP programme approved by the Governing Council at its twentieth session. *[former para. 12.21]*

Other staff costs

12.23 A provision of $73,400 was previously approved for general temporary assistance and overtime for the regional offices in New York and Geneva. It is proposed to redeploy this amount to the programme of work for the same purpose. *[former para. 12.22]*

Travel

12.24 The estimated provision of $31,000, reflecting a decrease of $78,100, relates to the official travel of the Executive Director and the staff of his Office to participate in United Nations meetings and for consultations with Member States and senior United Nations officials. As regards the decrease of $78,100, it is proposed to apply this amount as follows: $49,600 to be transferred to section 1 for the travel requirements of the Office of the Director-General of the United Nations Office at Nairobi, and $28,500 to the programme of work for the travel requirements of the regional offices in New York and Geneva. *[former para. 12.23]*

General operating expenses, supplies and materials, and furniture and equipment

12.25 An estimated provision of $31,300, reflecting a decrease of $24,600, would be required as follows: (a) $13,800 for communications ($9,800 for long-distance telephone service, $2,700 for the pouch, and $1,300 for postage); (b) $7,000 for office supplies and materials; and (c) $10,500 for the replacement of personal computers and printers. The decrease of $24,600 represents the provision that was previously approved under these objects of expenditure for the New York and Geneva offices. It is proposed to redeploy this amount to the programme of work. *[former para. 12.24]*

2. United Nations Scientific Committee on the Effects of Atomic Radiation

Table 12.7 **Summary of requirements by object of expenditure** *[former table 12.7]*

(Thousands of United States dollars)

Regular budget

Object of expenditure	*1996–1997 expenditures*	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	549.4	527.3	–	–	527.3	5.7	533.0
Other staff costs	1.1	1.5	–	–	1.5	–	1.5
Consultants and experts	75.6	83.8	–	–	83.8	2.6	86.4
Travel	99.9	138.5	–	–	138.5	6.7	145.2
Contractual services	9.9	1.5	–	–	1.5	–	1.5
General operating expenses	–	1.1	–	–	1.1	–	1.1
Furniture and equipment	4.7	9.9	–	–	9.9	0.2	10.1
Total	**740.6**	**763.6**	**–**	**–**	**763.6**	**15.2**	**778.8**

Table 12.8 **Post requirements** *[former table 12.8]*

Organizational unit: Secretariat of the United Nations Scientific Committee on the Effects of Atomic Radiation

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-1	1	1	–	–	–	–	1	1
Total	**1**	**1**	**–**	**–**	**–**	**–**	**1**	**1**
General Service category								
Principal level	1	1	–	–	–	–	1	1
Other levels	1	1	–	–	–	–	1	1
Total	**2**	**2**	**–**	**–**	**–**	**–**	**2**	**2**
Grand total	**3**	**3**	**–**	**–**	**–**	**–**	**3**	**3**

12.26 The United Nations Scientific Committee on the Effects of Atomic Radiation was established by the General Assembly in its resolution 913 (X) of 3 December 1955 and was entrusted with the compilation and distribution of scientific data on the impact of ionizing radiation on man and the environment. Annual resolutions of the Assembly reflect the concern of Member States regarding radiation exposure and its effects and the need for the collection, analysis and interpretation of data carried out by the Committee. In its resolution 53/44 of 3 December 1998, the Assembly decided to maintain the present functions and independent role of the Scientific Committee and requested it to continue at its next session the review of the important problems in the field of radiation and report thereon to the Assembly at its fifty-fourth session. *[former para. 12.25]*

12.27 The secretariat of the Committee, located in Vienna, organizes and services the annual sessions of the Committee and is responsible for the preparation of the scientific documents requested by the Committee for review and discussion at its sessions. Those documents, which deal with all aspects of radiation exposure and its biological effects, are drafted by the Secretary of the Committee with assistance from consultants. *[former para. 12.26]*

12.28 The secretariat prepares reports to the General Assembly on the sources and effects of ionizing radiation on man and the environment, representing the latest assessments of the Committee. The compilation of data and preparation of the Committee's report extends over several years. Each year, draft documentation is submitted to the Committee at its annual sessions, where it serves as the basis for technical discussions. In May 2000, the Committee is expected to undertake the final review of the *UNSCEAR 2000 Report*, which will subsequently be published and made available to the scientific community. During the biennium 2000–2001, the secretariat of the Committee will continue to work on the subjects that correspond generally to the topics of the scientific annexes to the *UNSCEAR 2000 Report*, such as exposure from natural radiation sources, exposure from man-made sources of radiation, medical radiation exposure, occupational radiation exposure, dose assessment methodologies, DNA repair and metagenesis, epidemiological evaluation of radiation-induced cancer, hereditary effects of radiation, combined effects of radiation and other agents, biological effects at low radiation doses and exposure to and effects of the Chernobyl accident. *[former para. 12.27]*

Resource requirements (at current rates)

Posts

12.29 The estimated amount of $527,300, at maintenance level, relates to the staffing requirements of the secretariat as shown in table 12.8. *[former para. 12.28]*

Other staff costs

12.30 A provision in the amount of $1,500, at maintenance level, would cover the cost of overtime of staff during peak periods of document preparation. *[former para. 12.29]*

Consultants and experts

12.31 An estimated amount of $83,800, at maintenance level, would be required to provide for specialized consultancy services for the preparation of studies and reports to be presented to the annual sessions of the Committee and for the publication of its report. *[former para. 12.30]*

Travel

12.32 The amount of $138,500, at maintenance level, relates to the cost of travel as follows: (a) $123,400 for the participation of 21 representatives in the sessions of the Committee and (b) $15,100 for the participation of the Secretary of the Committee in scientific meetings. *[former para. 12.31]*

Contractual services, general operating expenses and furniture and equipment

12.33 An estimated amount of $12,500, at maintenance level, would be required as follows: (a) $1,500 for binding scientific publications and journals; (b) $1,100 for the Committee's share of the maintenance and support of the LAN technical infrastructure (including central servers) necessary for the support of central management services; and (c) $9,900 for the replacement of electronic equipment and acquisition of software. *[former para. 12.32]*

C. Programme of work

12.34 The estimated percentage distribution of resources among subprogrammes would be as follows: *[new]*

	Regular budget	*Extra-budgetary*
	(percentage)	
1. Environmental assessment and early warning	16.1	18.3
2. Policy development and law	23.6	11.2
3. Policy implementation	6.8	8.1
4. Technology, industry and economics	–	37.4
5. Regional cooperation and representation	28.2	14.7
6. Environmental conventions	11.4	6.0
7. Communications and public information	13.9	4.3
Total	**100.0**	**100.0**

Table 12.9 **Summary of requirements by object of expenditure** *[former table 12.9]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	2 250.0	3 148.5	1 802.3	57.2	4 950.8	450.7	5 401.5
Other staff costs	–	–	73.4	–	73.4	2.7	76.1
Consultants and experts	94.2	120.5	(24.5)	(20.3)	96.0	18.0	114.0
Travel	41.3	45.3	28.5	62.9	73.8	3.6	77.4
General operating expenses	–	44.9	29.6	65.9	74.5	9.7	84.2
Supplies and materials	–	13.5	3.4	25.1	16.9	2.6	19.5
Total	**2 385.5**	**3 372.7**	**1 912.7**	**56.7**	**5 285.4**	**487.3**	**5 772.7**

(2) *Extrabudgetary resources*

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	–
		(b) Substantive activities	
4 636.7	8 039.7	General trust funds	13 978.0
		(c) Operational projects	
54 612.8	80 000.0	Environment Fund	105 000.0
–	–	Environment Fund Programme Reserve	–
–	–	Programme support	–
		Technical cooperation trust funds	
476.6	339.0	Trust Fund to Assist the Implementation of Agenda 21 in Europe and to Strengthen Pan-European Environmental Cooperation	339.0
–	1 943.6	Technical Cooperation Trust Fund in Support of the UNEP net Implementation Centre	2 260.0
572.2	–	Trust Fund to Assist Developing Countries to Take Action in Accordance with Agenda 21	–
107.7	90.4	Trust Fund to Provide Consultancies to Developing Countries	–
539.6	339.0	Trust Fund to Assist the International Agricultural Research Centres of the Consultative Group on International Agricultural Research in the Use of Geographic Information Systems in Agricultural Research Management	452.0
150.9	271.2	Trust Fund in Support of the Network for Environmental Training at Tertiary Level in Asia and the Pacific	339.0

1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
2 755.9	1 693.4	Trust Fund to Strengthen the Institutional and Regulatory Capacity of Developing Countries in Africa	2 000.1
–	727.7	Technical Cooperation Trust Fund in Support of the Global Programme of Action for the Protection of the Marine Environment from Land-based Activities	519.8
–	454.5	Technical Cooperation Trust Fund in Support of UNEP Implementation of Enabling Pioneering Environmental Projects	454.5
82.2	194.6	Technical Cooperation Trust Fund in Support of the Meetings of the UNEP High-Level Committee of Ministers and Officials in Charge of Environment	113.0
14.6	168.4	Trust Fund for Activities in Developing Countries on Environmental Awareness and Machinery	–
–	282.0	Technical Cooperation Trust Fund for the Production of an Information Video Booklet on Working Safely with Hydrocarbons in Domestic and Small Scale Commercial Refrigeration	–
–	798.9	Technical Cooperation Trust Fund in Support of Meetings of Subcommittees or Working Groups on Programmatic and Administrative Reform of UNEP	–
108.6	–	Trust Fund for the Organization of a Technology Transfer Workshop on the Implementation of the Montreal Protocol for French-Speaking African Countries	–
8 090.7	9 040.0	Trust Fund for UNEP Implementation of the Multilateral Fund Activities	12 040.0
311.7	519.8	Technical Cooperation Trust Fund to Assist the Implementation of the Montreal Protocol on Substances that Deplete the Ozone Layer in Developing Countries	519.8
–	79.1	INFOTERRA Technical Cooperation Trust Fund	90.4
5 248.6	5 000.0	Technical Cooperation Trust Fund for the Establishment of the International Environmental Technology Centre in Japan	5 000.0

	1996-1997 expenditures	*1998-1999 estimates*	*Source of funds*	*2000-2001 estimates*
	113.0	678.0	Technical Cooperation Trust Fund to Support Activities on Environmental Issues	678.0
	–	3 333.3	Technical Cooperation Trust Fund for the Promotion of Cleaner Production Investments in Developing Countries	3 333.3
	–	375.2	Trust Fund to Develop and Coordinate the Implementation of the Plan for the Survey, Assessment and Dealing with the Consequences of Environmental Damage Caused by the Conflict between Kuwait and Iraq	–
	163.0	–	Trust Fund to Support National Land Degradation Assessment and Mapping in Kenya	–
	444.4	271.2	Trust Fund to Promote Technical Cooperation and Assistance in Industrial, Environmental and Raw Material Management	–
	59.6	3.1	Trust Fund to Promote Managerial Innovation and Excellence	–
	75.6	542.4	Trust Fund to Assist Developing Countries to Take Action for the Protection of the Ozone Layer under the Vienna Convention and the Montreal Protocol	–
	3 343.8	5 233.3	Trust Funds for Provision of Professional and Junior Professional Officers	4 080.7
	15 397.3	11 851.7	Counterpart contributions	16 130.4
Total	**97 305.5**	**132 269.5**		**167 328.0**
Total (1) and (2)	**99 691.0**	**135 642.2**		**173 100.7**

Table 12.10 **Post requirements** *[former table 12.10]*

Programme of work

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	2	3	–	–	4	3	6	6
D-1	–	–	–	–	14	24	14	24
P-5	2	5	–	–	24	43	26	48
P-4/3	7	8	–	–	70	121	77	129
P-2/1	1	1	–	–	24	36	25	37
Total	**12**	**17**	**–**	**–**	**136**	**227**	**148**	**244**
General Service category								
Other level	–	4	–	–	–	11	–	15
Total	**–**	**4**	**–**	**–**	**–**	**11**	**–**	**15**
Other categories								
Local level	7	6	–	–	151	182	158	188
Total	**7**	**6**	**–**	**–**	**151**	**182**	**158**	**188**
Grand total	**19**	**27**	**–**	**–**	**287**	**420**	**306**	**447**

12.35 At its twentieth session, in February 1999, the Governing Council approved the proposals of the Executive Director regarding the restructuring of the Programme and secretariat along functional lines. As a result, the programme of work now includes seven subprogrammes as follows: Environmental assessment and early warning; Policy development and law; Policy implementation; Technology, industry and economics; Regional cooperation and representation; Environmental conventions; and Communications and public information. *[former para. 12.33]*

12.36 The restructuring of UNEP involves substantial changes in the content of the work as well as in the resource requirements of the subprogrammes. As a result of these changes, no direct comparisons in relation to the resource requirements could be made between the subprogrammes of the 1998–1999 structure and the subprogrammes of the 2000–2001 structure. The expenditures for the 1996–1997 biennium are shown for the programme of work as a whole. Because of the restructuring, these expenditures could not be shown separately under each of the seven new subprogrammes. *[new]*

12.37 The estimated regular budget resources of $5,285,400 for the programme of work reflect a growth of $1,912,700 or 56.7 per cent. This growth is due to the restructuring of UNEP, and in particular to the redeployment of the activities of the regional offices (previously reflected under executive direction and management) to programme of work. The programme of work of UNEP is financed at 96.7 per cent through extrabudgetary resources and 3.3 per cent through the regular budget of the United Nations. The extrabudgetary resources estimated at $167,328,000 exclude the funding for conventions, protocols, regional seas programmes, the multilateral funds and the Global Environment Facility. The programme of work and budget of conventions, protocols and regional seas action plans, the multilateral funds and the Global Environment Facility are approved by their respective governing bodies. Since their activities are closely interlinked with the activities of UNEP, UNEP provides the programmatic support to the work programmes of these global and regional environmental conventions, taking into account the decisions of the respective governing bodies. *[new]*

Subprogramme 1
Environmental assessment and early warning

Table 12.11 **Summary of requirements by object of expenditure** *[new]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*[a]	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	–	834.9	–	–	834.9	104.7	939.6
General operating expenses	–	11.5	–	–	11.5	2.2	13.7
Supplies and materials	–	3.4	–	–	3.4	0.6	4.0
Total	**–**	**849.8**	**–**	**–**	**849.8**	**107.5**	**957.3**

(2) *Extrabudgetary resources*

1996–1997 expenditures[a]	*1998–1999 estimates*	*Source of funds*	*2000–2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	–
		(b) Substantive activities	
–	–	General trust funds	–
		(c) Operational projects	
–	21 010.1	Environment Fund	25 200.0
	3 367.7	Technical cooperation trust funds	3 351.2
–	1 570.5	Counterpart contributions	2 137.5
Total	**25 948.3**		**30 688.7**
Total (1) and (2)	**26 798.1**		**31 646.0**

[a] The distribution of expenditures by subprogramme is not available owing to subsequent restructuring.

Table 12.12 **Post requirements** *[new]*

Subprogramme: Environmental assessment and early warning

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	–	–	–	–	1	1	1	1
P-5	2	2	–	–	4	7	6	9
P-4/3	–	–	–	–	9	18	9	18
P-2/1	–	–	–	–	2	4	2	4
Total	**3**	**3**	**–**	**–**	**16**	**30**	**19**	**33**
Other categories								
Local level	–	–	–	–	24	23	24	23
Total	**–**	**–**	**–**	**–**	**24**	**23**	**24**	**23**
Grand total	**3**	**3**	**–**	**–**	**40**	**53**	**43**	**56**

12.38 The overall goal of this subprogramme is to keep under review the state of the global environment, identify and provide early warning of emerging issues and help set priorities for international, regional and national environmental action. The subprogramme is implemented by the Environmental Assessment and Early Warning Division. In collaboration with appropriate United Nations and external partners, the subprogramme will alert the world to emerging problems by initiating periodic assessments of priority environmental issues, strengthening linkages to global and national environmental observation programmes and helping to provide authoritative information for policy formulation and implementation. It will stimulate Governments and the international community to take action on environmental issues by: promoting availability of and enhancing access to relevant scientific information needed by decision makers to better protect and enhance the environment; assessing environmental conditions and threats in order to alert policy makers and facilitate the development of alternative impact reduction strategies; devising strategies and contributing to early warning to better cope with emerging or recently recognized environmental threats; and identifying emerging issues. *[former para. 12.42]*

Expected accomplishments

12.39 During the biennium 2000–2001 the expected accomplishments will include:

(a) Improved policy-making and development of effective global, regional and national agendas to respond to current and emerging environmental challenges through the availability of integrated global assessments and reports that analyse the state of the global environment, identify global and regional environmental trends and provide early warning information on environmental threats;

(b) Enhanced coordination of environmental assessments and early warning through an international cooperative assessment framework and process involving the scientific community, sectoral experts and institutions, policy makers and other groups;

(c) Increased capability to identify major emerging environmental problems, threats and emergencies and to prepare appropriate strategies and methodologies, as well as provision of timely and effective information to support early warning processes;

(d) The creation of effective institutions within the UNEP framework for the development of strategies for capacity development, effective data and information transfer and better assessment of issues of regional and global significance in response to the specific needs of partner institutions at the national and subregional levels;

(e) The effective dissemination and exchange of environmental data and information among countries to support decision-making in key environmental and sustainable development areas. *[new]*

Outputs

12.40 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) Substantive servicing of the meetings of the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives, as required;

(ii) Other services provided. Four global environment outlook working groups on data, scenarios, modelling and policy;

(b) *Other substantive activities (XB)*

(i) Recurrent publications

a. Third issue of the Global Environment Outlook Report, accompanying technical background documents and other by-products of the global environment outlook assessment process;

b. Desertification Control Bulletin (4 issues);

(ii) Non-recurrent publications

a. Millennium World Resources Report produced in collaboration with the World Resources Institute, UNDP and the World Bank;

b. Global Programme of Action regarding the global assessment of land-based sources of pollution, including regional assessments;

c. Freshwater assessments, including assessment of the impacts of economic, environmental and equity policies on the water sector, including use and access in support of the Special Initiative for Africa; strategic assessments of watershed and freshwater resource management in key river basins (integrating biodiversity considerations); and global environment monitoring systems freshwater quality assessment;

d. Atmospheric assessments: transboundary air pollution assessment and assessment of the impact of the El Niño southern oscillation (El Niño and La Niña);

e. Marine environment assessments: global and regional assessments of the state of the marine environment; global and regional assessments of marine mammals, including identification of endangered and threatened marine mammal species; and rapid assessment methodology for coral reefs (international coral reef initiative);

f. Land assessments: policy-relevant assessments of the causes and status of desertification, including both bio-physical aspects and socio-economic factors, and investigation of the contributory factors in land degradation in other ecosystems;

g. Biodiversity assessments: diagnostic study of the impact of El Niño on biodiversity using an ecosystem approach; assessment of the needs of farmers and national programmes for the restoration of plant genetic diversity in agro-ecosystems in Africa; the consequences of conservation and sustainable use of biodiversity for the development of new

technologies for the control of plant gene expression; and assessment of biodiversity in Europe;

h. Regional assessments: Antarctica; Palestine and other Arab territories; and state of the environment reporting in the Asia/Pacific region;

i. Task managers' report for the Commission on Sustainable Development on information for decision-making;

j. Review and analysis of international scientific advisory processes for harmonizing assessment processes;

k. Report on the state of global observing;

l. Progress reports on the implementation of the global observing systems (Global Terrestrial Observing System, Global Climate Observing System and Global Ocean Observation System);

m. Regional strategies for the development and strengthening of environmental data and information management capacities of national partner institutions to support improved national, regional and global assessments and reporting (Asia/Pacific, Africa, Latin America and the Caribbean, Eastern Europe and Western Asia);

n. Three subregional and national state of the environment reports;

o. Reports on agro-genetic resources and germplasm in key mountain areas and on knowledge and scientific approaches related to agricultural biodiversity;

p. Analysis of the linkages between land degradation, climate change and biodiversity loss;

(iii) Technical materials for outside users

a. Inventory of environmental indicators to guide the process of environmental assessment (land, biodiversity, water, etc.);

b. Methodologies for assessment of land degradation and sustainable land use;

c. A set of reference tools (thesaurus, international directory of sources, reference guides, etc.) supporting the international exchange of environmental information across linguistic boundaries;

d. An environmental extranet serving the Southern African Development Community region;

e. Regional environmental data and database available on the Internet;

f. Provision of access to environmental information using the established information conduits, which include the UNEP Web sites and its organic networks;

g. Data and information assets, including digital data sets, value-added information packages, technical reports and information for decision-making (global databases and maps, on-line state of the environment reports and other data-related studies);

h. Development and dissemination of a framework for trend analysis (including harmonized core data analysis for state of the environment reporting for the Asia/Pacific region);

i. Targeted Global Resource Information Database (GRID) sets available for trend analysis and assessment and substantive inputs to environmental assessment activities;

j. Early-warning methodologies, databases and information packages; early warnings on emerging issues in cooperation with the Scientific Committee on Problems of the Environment; and early warning of the impact of the El Niño southern oscillation (El Niño and La Niña) conditions over eastern and southern Africa;

k. An analysis of gaps in the protection status of biodiversity-rich areas;

l. Database on potential environmental "hot spots" and conflict areas (including land-use conflicts);

m. Assessment of forest fires and flood risks using satellite and ancillary data;

(c) *International cooperation and inter-agency coordination and liaison (RB/XB)*

(i) Cooperation with an operational global network comprising 20 collaborating centres contributing to the environmental assessment process;

(ii) Liaison with external assessment partners in relation to global sectoral and cross-cutting assessment activities;

(iii) Acting as task manager for chapter 9 of Agenda 21 and for desertification for the Commission on Sustainable Development, including reporting to and providing support to the Committee on Science and Technology of the Convention to Combat Desertification in its technical work on land degradation;

(iv) United Nations system-wide coordination of Earthwatch;

(v) Collaboration with a network of 15 operational GRID custodian data centres contributing to data generation, analysis, observation and early-warning activities;

(vi) Collaboration with a network of 15 national agencies and scientific partners contributing to observation and early-warning activities;

(vii) Cooperation with and coordination of five operational strategic cooperative networks that serve as conduits for effective data and information flow for environmental assessment and reporting (including Global Environment Outlook, etc.) in Asia/Pacific, Africa, Latin America and the Caribbean, Eastern Europe and Western Asia;

(viii) Coordination of an operational environmental information exchange network comprising 178 national focal points;

(ix) Collaboration with a lusophone subnetwork covering Angola, Brazil, Guinea-Bissau, Mozambique, Portugal and Sao Tome and Principe.

(d) *Technical cooperation (XB)*

(i) Provision of technical support services, including training on networking and environmental data, database management and information facilities development provided to national and international institutional partners;

(ii) Implementation of national environmental education and awareness programmes in eight countries, including four Central and Eastern European/newly independent countries that have signed the Århus Convention;

(iii) Development and implementation in eight countries, including four Central and Eastern European/newly independent countries, that have signed the Århus Convention of a managed set of electronic resources (Web sites, list servers, etc.) providing environmental information to users with an Internet connection;

(iv) Implementation of a framework model for public participation in environmental decision-making in four countries as well as a benchmark system for evaluating its effectiveness;

(v) Provision of training for operational staff at UNEP and its partners' Mercure stations. *[new]*

Resource requirements (at current rates)

Posts

12.41 An estimated amount of $834,900, at the maintenance level, would cover the costs of one D-2 and two P-5 posts based in Nairobi. *[new]*

General operating expenses

12.42 An estimated amount of $11,500, at the maintenance level, would be required under communications. *[new]*

Supplies and materials

12.43 An estimated amount of $3,400, at the maintenance level, would be required to cover the costs of office supplies. *[new]*

Subprogramme 2
Policy development and law

Table 12.13 **Summary of requirements by object of expenditure** *[new]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*[a]	*1998-1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	–	464.8	761.4	163.8	1 226.2	117.4	1 343.6
General operating expenses	–	15.2	–	–	15.2	2.7	17.9
Supplies and materials	–	3.4	–	–	3.4	0.8	4.2
Total	**–**	**483.4**	**761.4**	**157.5**	**1 244.8**	**120.9**	**1 365.7**

(2) *Extrabudgetary resources*

1996-1997 expenditures[a]	*1998-1999 estimates*	*Object of expenditure*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	–
–	–	(ii) Extrabudgetary activities	–
–	–	(b) Substantive activities	452.0
–	260.0	General trust funds	–
		(c) Operational projects	
–	10 900.0	Environment Fund	13 650.0
–	2 478.0	Technical cooperation trust funds	2 465.9
–	1 560.4	Counterpart contributions	2 123.8
Total	**15 198.4**		**18 691.7**
Total (1) and (2)	**15 681.8**		**20 057.4**

[a] The distribution of expenditures by subprogramme is not available owing to subsequent restructuring.

Table 12.14 **Post requirements** *[new]*

Subprogramme: Policy development and law

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	–	1	–	–	1	–	1	1
D-1	–	–	–	–	3	5	3	5
P-5	–	1	–	–	4	6	4	7
P-4/3	2	3	–	–	9	16	11	19
P-2/1	–	–	–	–	2	3	2	3
Total	**2**	**5**			**19**	**30**	**21**	**35**
Other categories								
Local level	–	–	–	–	25	25	25	25
Total	**–**	**–**	**–**	**–**	**25**	**25**	**25**	**25**
Grand total	**2**	**5**			**44**	**55**	**46**	**60**

12.44 The subprogramme is implemented by the Policy Development and Law Division. Experience with policy development since the United Nations Conference on Environment and Development has been mixed. Scientific research on the state of the environment continues to show increasing environmental degradation resulting from inadequacies and gaps in environmental policies and policy instruments. The scientific analysis and assessment of existing and emerging environmental issues, and related socio-economic driving forces and implications, should form the basis for the further development of policy responses. UNEP, as the principal United Nations body in the field of the environment, identifies major and emerging environmental issues, develops policy positions and options on them, catalyses intergovernmental policy consensus and responses, and promotes coherence among relevant United Nations policies and actions. *[new]*

12.45 The focus of this subprogramme during the biennium 2000–2001 will be: to analyse, review and develop environment-related (sectoral and cross-sectoral) policies within the context of sustainable development; to develop new and strengthen existing legal, economic and other policy instruments, as well as institutional frameworks; to improve environmental policy coordination and policy information exchange within the United Nations system and, as appropriate, outside the United Nations system; to promote the involvement of major groups in policy dialogue; and to seek increased contributions to the Environment Fund and UNEP trust funds by, *inter alia*, making resource mobilization in UNEP a more systematic and focused activity. *[new]*

Expected accomplishments

12.46 The expected accomplishments will include:

(a) Development and advocacy of policy responses to emerging and existing environmental issues, with the increased involvement of partners and major groups;

(b) Development, application and evaluation of legal, economic and other policy instruments that facilitate the integration of environmental and development policies;

(c) Improved United Nations system-wide coordination in the environmental policy aspects of sustainable development;

(d) Improved reporting of government priorities that are met through the use of UNEP funds;

(e) Effective fund-raising from previously untapped resources. *[new]*

Outputs

12.47 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (XB)*

(i) Substantive servicing of the meetings of the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives, as required;

(ii) Parliamentary documentation

a. Six policy documents and two reports to the General Assembly, the Governing Council and the Commission on Sustainable Development and scientific and policy research forums on the adequacy and effectiveness of global policy instruments;

b. Two reports to the Governing Council at its twenty-first session in the field of environmental law on the Montevideo Programme III and the status of conventions and protocols in the field of the environment;

c. Three reports on contribution and expenditure flows to the Governing Council;

(iii) Other services provided

a. Five intergovernmental expert group meetings to develop consensus on policy directions, responses and strategies;

b. Four expert group and other meetings convened jointly with partner institutions for policy development and advocacy;

c. Four expert group meetings to develop policy positions and responses on major environmental and sustainable development issues and events;

d. One international expert group meeting for the preparation of components of a new strategic programme for the development and periodic review of environmental law (Montevideo Programme III);

e. One meeting of senior government officials and experts in environmental law for the preparation of the Montevideo Programme III;

f. Two sessions of the intergovernmental negotiating committee for the development of a global legally binding instrument on international action for certain persistent organic pollutants and a conference of plenipotentiaries for the adoption of the instrument, in cooperation with the subprogramme on technology, industry and economics;

g. One expert group meeting to examine models of national legislation, policies and guidelines relevant to the promotion of access to environmental information, public participation in decision-making and access to justice in environmental matters, and to consider appropriate ways of enhancing these, as required in Governing Council decision 20/4;

h. Provision, as the interim secretariat, of substantive servicing for meetings to be convened under the 1994 Lusaka Agreement on Cooperative Operations Directed at Illegal Trade in Wild Fauna and Flora;

(b) *Other substantive activities (XB)*

(i) Recurrent publications. UNEP biannual bulletin on environmental law and register of international treaties and other agreements in the field of the environment;

(ii) Non-recurrent publications

a. Six analytical reports on environment-related policy issues and positions in cross-sectoral areas in the context of sustainable development (human settlements, gender, poverty reduction, environmental conflicts, trade, emergencies and refugees);

b. Three joint studies reflecting programming and dialogue between policy and applied sciences for policy development and advocacy;

c. Three success stories of gender-related project activities (gender and environment success stories and network of government focal points in gender and environment);

d. A study on the need for and feasibility of new international environmental instruments aimed at sustainable development;

e. Report evaluating the adequacy and effectiveness of two water basin agreements, in particular with regard to dispute avoidance and settlement over equitable access to and use of shared water resources, in cooperation with the subprogrammes on policy implementation and environmental assessment and early warning;

(iii) Technical material for outside users

a. Development and provision of services related to a database of the UNEP/World Conservation Union Joint Environmental Law Information Service (in cooperation with the subprogramme on environmental assessment and early warning);

b. A document providing legal guidance on community-right-to-know or other public information programmes in the field of chemicals, in cooperation with the subprogramme on technology, industry and economics;

c. A document on policy guidance in the implementation of selected environmental agreements (e.g., the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Convention on the Conservation of Migratory Species of Wild Animals, the Convention on International Trade in Endangered Species of Wild Fauna and Flora, the Convention on Biological Diversity, the Prior Informed Consent Convention, the Convention on Persistent Organic Pollutants, the Lusaka Agreement on Cooperative Enforcement Operations Directed at Illegal Trade in Wild Fauna and Flora, the regional seas conventions, the African Convention on the Conservation of Nature and Natural Resources, the United Nations Convention to Combat Desertification in Those Countries Experiencing Serious Drought and/or Desertification, Particularly in Africa and the United Nations Framework Convention on Climate Change, in cooperation with the subprogrammes on policy implementation and on environmental conventions;

(c) *International cooperation and inter-agency coordination and liaison (RB/XB)*

(i) Cooperation with environmental policy makers, analysts and partners for policy analysis, review and advocacy with a focus on sectoral and cross-sectoral integration; with civil society and non-governmental organizations for integrating their inputs into policy and programme development; and with the private sector for widening and strengthening the resource base of UNEP;

(ii) Inputs into inter-agency follow-up to the Beijing Platform for Action (including actions that ensure that gender considerations are taken into account in UNEP project planning, staff training

and personnel practices) and participation in inter-agency cooperative activities on gender and environment;

(iii) Cooperation with the Association of South-East Asian Nations in the development of agreements related to transboundary air pollution in that subregion;

(iv) International cooperation to strengthen the information exchange network among environmental policy makers for policy frameworks agreed upon with other United Nations bodies for the development of joint work programmes and activities with other United Nations bodies; consultation on the UNEP programme in the Committee for Programme and Coordination and on exchange of programme, policy and financial information between UNEP and external partners; and liaison with the General Assembly and other United Nations bodies;

(v) Provision of legal advice and inputs for the preparation of the report on common principles on trade measures in multilateral environmental agreements and the report on trade and economic implications of implementing different environmental conventions; provision of legal inputs into the Intergovernmental Panel on Forests, including the development of policy options to address the underlying causes of deforestation and forest degradation; provision of general legal counsel to the United Nations Office at Nairobi, UNEP and Habitat (e.g., legal advice to subsidiary bodies, legal review of headquarters agreements, memoranda of understanding and other documents, advisory opinions on relations with the host country, liaison with the Office of Legal Affairs and assistance in resolving disputes);

(d) *Technical cooperation (XB)*

(i) Technical materials, documentation on best practices, advisory services and training provided to Governments in the area of environmental law and policy;

(ii) Provision of policy advice to Governments on emerging environmental issues and needs;

(iii) Provision of advisory services to 16 countries for the development of legislative proposals to implement selected environmental agreements that address identified environmental and sustainable development issues (through national task forces, consultants, technical backstopping and national consensus-building forums);

(iv) Development and testing of an integrated compliance strategy and preparation of a report evaluating the adequacy or effectiveness of and compliance with national policy instruments in one country, in cooperation with the subprogramme on policy implementation;

(v) Provision of legal advice in the development of legal instruments for regional seas regimes (e.g., Caspian Sea, East Africa, Black Sea and Yellow Sea);

(vi) Provision of advisory services for the establishment or enhancement of an effective water basin agreement with particular focus on strengthened institutional capacities for dispute avoidance and resolution over equitable access to and use of shared water resources;

(vii) The fifth Global Training Programme on Environmental Law and Policy, in conjunction with the subprogramme on policy implementation;

(viii) A workshop on environmental law and economics held for policy makers in the Caribbean region;

(ix) Training workshops and regional issue-based seminars for policy makers and analysts;

(x) Provision of legal support to country case studies on economic instruments, for capacity-building workshops on economic instruments and for the development and integration of economic, trade and financial instruments into international and national legal and institutional frameworks. *[new]*

Resource requirements (at current rates)

Posts

12.48 An estimated amount of $1,226,200, reflecting growth of $761,400, would cover the costs of the posts shown in table 12.14. These posts would be based as follows: one P-5, one P-4 and one P-3 would be based in New York, and one D-2 and one P-4 would be based in Nairobi. The growth of $761,400 relates to the following redeployments: one D-2 post would be redeployed inward from executive direction and management, namely, from the regional office in New York, which was shown previously within executive direction and management; one P-5 and one P-3 post (to be based in New York) would be redeployed inward from executive direction and management, namely, the Inter-Agency Affairs Unit, which was shown previously under executive direction and management. *[new]*

General operating expenses

12.49 An estimated amount of $15,200, at the maintenance level, would be required for communications. *[new]*

Supplies and materials

12.50 An estimated amount of $3,400, at the maintenance level, would be required to cover the cost of office supplies. *[new]*

Subprogramme 3
Policy implementation

Table 12.15 **Summary of requirements by object of expenditure** *[new]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*[a]	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	–	273.8	–	–	273.8	33.7	307.5
Consultants	–	120.5	(65.5)	(54.4)	55.0	10.2	65.2
Travel	–	22.7	–	–	22.7	1.2	23.9
General operating expenses	–	7.1	–	–	7.1	1.4	8.5
Supplies and materials	–	3.3	–	–	3.3	0.6	3.9
Total	**–**	**427.4**	**(65.5)**	**(15.3)**	**361.9**	**47.1**	**409.0**

(2) *Extrabudgetary resources*

1996-1997 expenditures[a]	*1998-1999 estimates*	*Object of expenditure*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	
–	–	(ii) Extrabudgetary activities	–
–	–	(b) Substantive activities	–
–	1 297.1	General trust funds	2 255.1
		(c) Operational projects	
–	6 100.0	Environmental Fund	7 350.0
–	2 418.4	Technical cooperation trust funds	2 406.6
–	1 166.6	Counterpart contributions	1 587.8
Total	**10 982.1**		**13 599.5**
Total (1) and (2)	**11 409.5**		**14 008.5**

[a] The distribution of expenditures by subprogramme is not available owing to subsequent restructuring.

Table 12.16 **Post requirements** *[new]*

Subprogramme: Policy implementation

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	–	–	–	–	1	1	1	1
D-1	–	–	–	–	2	3	2	3
P-5	–	–	–	–	3	5	3	5
P-4/3	1	1	–	–	9	13	10	14
P-2/1	–	–	–	–	3	4	3	4
Total	**1**	**1**	**–**	**–**	**18**	**26**	**19**	**27**
Other categories								
Local level	1	1	–	–	16	16	17	17
Total	**1**	**1**	**–**	**–**	**16**	**16**	**17**	**17**
Grand total	**2**	**2**	**–**	**–**	**34**	**42**	**36**	**44**

12.51 UNEP is a catalytic and, selectively, an implementing body within the United Nations system. Calls by Governments for the strengthening and revitalization of UNEP since the United Nations Conference on Environment and Development, however, have led to an enhancement of the organization's role in policy implementation, culminating in the establishment of this new subprogramme. This evolution of the mandate of UNEP requires the organization to progressively build and consolidate the necessary capacity for effective policy implementation. With various UNEP subprogrammes engaged in policy implementation activities, there is a need for a focal point within the organization to coordinate, support and ultimately assume responsibility for this work. Accordingly, the focus of this subprogramme, implemented by the Policy Implementation Division, will be to: support the implementation activities (e.g., advisory services, pilot projects, education/training and other capacity-building support) undertaken by other subprogrammes;

undertake implementation activities that do not fall within the realm of any specific subprogramme or that involve two or more subprogrammes; obtain regular feedback from a monitoring and evaluation process, which might improve future policy development/ implementation; and mobilize and coordinate international response to environmental emergencies. *[new]*

Expected accomplishments

12.52 The expected accomplishments will include:

(a) Improved environmental management capabilities and enhanced government capacity to address environmental policy implementation issues, to be achieved through the provision to Governments of advisory, education/training and other capacity-building services for environmental policy;

(b) Strengthened mechanisms and capacities for mobilizing, coordinating and implementing responses to environmental emergencies. *[new]*

Outputs

12.53 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) Substantive servicing of meetings

a. Meetings of the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives, as required;

b. Secretariat and programmatic support provided to: (i) the Global Programme of Action and the first intergovernmental review on its implementation; and (ii) a global conference on building partnerships for sewage management;

(b) *Other substantive activities (RB/XB)*

(i) Non-recurrent publications

a. Report on new approaches to urban environmental planning and management, including education and training components;

b. Analytical report on the testing of strategies to promote indigenous knowledge and best practices in biodiversity;

c. Guidelines on environmental management of small island systems;

d. Guidelines in support of integrated coastal area and river basin management;

e. Study on the need for and feasibility of an international legal instrument on early notification and assistance in case of environmental emergencies, in cooperation with the subprogramme on policy development and law;

(ii) Technical materials for outside users

a. Global Programme of Action information clearing house;

b. Resource compendium on economic instruments to address the impact of land-based activities;

c. Three regional overviews of land-based activities;

d. Three regional programmes of action on land-based activities;

e. Policy guidance document on emerging environmental health issues;

f. A compilation of best practices for integrated water management policy;

g. Information materials on the environmental and socio-economic impacts of large dams;

h. Inventory of high-priority genetic resources of African forests and development of appropriate conservation strategies;

i. Improved procedures for notification of environmental emergencies and requests for international assistance;

(c) *International cooperation and inter-agency coordination and liaison (XB)*

(i) Participation in four inter-agency arrangements made for United Nations system-wide emergency response and participation in four meetings of the Advisory Group on Environmental Emergencies;

(ii) Cooperation and collaboration with agencies, Governments and regional seas programmes in order to ensure that the Global Programme of Action is fully operationalized;

(iii) Participation in two meetings of the Global Programme of Action steering group on technical cooperation and assistance, two annual sessions of the Administrative Committee on Coordination Subcommittee on Ocean and Coastal Areas, two sessions of the Joint Group of Experts on the Scientific Aspects of Marine Environmental Pollution and various meetings on the Strategic Action Plan on Sewage (e.g., with WHO and Habitat);

(d) *Technical cooperation (XB)*

(i) Provision of assistance to Governments in the implementation of strategies and action plans relating to freshwater management, the integrated management of river and lake basins and associated coastal and marine areas, and coastal and marine area management;

(ii) Assistance to Governments, on request, in the implementation of multilateral environmental agreements that are not covered by existing financial mechanisms; in developing mechanisms for applying economic, trade and financial instruments in the management of the environment and natural resources; in developing strategies and action plans for urban environmental planning and management, including for solid waste management and environmental health; and in developing strategies, mechanisms and processes for effective monitoring and enforcement of compliance with environmental requirements;

(iii) Development of a strategic action plan on sewage and support of its implementation in four regions;

(iv) Mission assessments to requesting countries to develop the scope of the assistance that may be provided to these countries within UNEP programmes;

(v) Workshops at the subregional and national levels on strengthening public participation in environmental policy decision-making and implementation in key areas;

(vi) One training course in environmental management at the regional, subregional and national levels, including UNEP flagship educational activities implemented in collaboration with UNESCO and major educational institutions;

(vii) Support to Governments on request in establishing four training programmes in environmental management focusing on selected target groups and on areas of concentration in the UNEP programme (i.e., early warning and assessment, environmental policy instruments, industry and technology transfer, fresh water and the urban environment);

(viii) Testing of policy options (especially best practices) for integrated water management (e.g., types of water resources, biodiversity and socio-economic considerations) in two river and lake basins;

(ix) Support to phase II of the UNEP/UNDP joint project on environmental law and institutions in Africa;

(x) Testing of best practices from the UNEP/Habitat Sustainable Cities Programme in four countries;

(xi) Implementation of local initiative awards in collaboration with the International Council for Local Environmental Initiatives, the Commission on Sustainable Development and other partners;

(xii) Establishment and expansion of emergency response networks at the global, regional, subregional and national levels;

(xiii) Core emergency, preparedness and response services provided to countries, on request, including capacity-building, awareness-raising and brokerage of bilateral and international assistance, information clearing-house functions, the facilitation of rapid initial assessment (e.g., environmental causes, extent of environmental damage and possible immediate response measures) and post-emergency analysis. *[new]*

Resource requirements (at current rates)

Posts

12.54 An estimated requirement of $273,800, at the maintenance level, would provide for one P-4 and one Local level post based in Nairobi. *[new]*

Consultants

12.55 An estimated requirement of $55,000, reflecting a decrease of $65,500, relates to the preparation of the UNEP annual evaluation reports focusing on programme implementation. The decrease of $65,500 includes the redeployment of $41,000 to subprogramme 5 and a net reduction of $24,500, reflecting the actual requirements of the subprogramme. *[new]*

Travel

12.56 An estimated requirement of $22,700, at the maintenance level, relates to travel of staff to meetings of the Administrative Committee on Coordination, the Inter-Agency Committee on Sustainable Development and the subcommittees on ocean and water issues of the Administrative Committee on Coordination. *[new]*

General operating expenses

12.57 An estimated amount of $7,100 at the maintenance level, would be required for communications. *[new]*

Supplies and materials

12.58 An estimated amount of $3,300, at the maintenance level, would be required to cover the cost of office supplies. *[new]*

Subprogramme 4
Technology, industry and economics

Table 12.17 **Summary of requirements by object of expenditure** *[new]*

(Thousands of United States dollars)

Extrabudgetary resources

1996–1997 expenditures[a]	*1998–1999 estimates*	*Object of expenditure*	*2000–2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	
–	–	(ii) Extrabudgetary activities	–
–	–	(b) Substantive activities	–
–	4 752.6	General trust funds	8 263.0
		(c) Operational projects	
–	20 400.0	Environment Fund	24 150.0
–	22 301.4	Technical cooperation trust funds	22 192.2
–	5 812.4	Counterpart contributions	7 910.8
Total	**53 266.4**		**62 516.0**
Total (1) and (2)	**53 266.4**		**62 516.0**

[a] The distribution of expenditures by subprogramme is not available owing to subsequent restructuring.

Table 12.18 **Post requirements** *[new]*

Subprogramme: Technology, industry and economics

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998–1999	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*	*1998–1999*	*2000–2001*
Professional category and above								
D-2	–	–	–	–	1	1	1	1
D-1	–	–	–	–	5	6	5	6
P-5	–	–	–	–	8	12	8	12
P-4/3	–	–	–	–	25	40	25	40
P-2/1	–	–	–	–	9	16	9	16
Total	**–**	**–**	**–**	**–**	**48**	**75**	**48**	**75**
Other categories								
Local level	–	–	–	–	50	53	50	53
Total	**–**	**–**	**–**	**–**	**50**	**53**	**50**	**53**
Grand total	**–**	**–**	**–**	**–**	**98**	**128**	**98**	**128**

12.59 The current use and development of technologies, production processes and products, as well as current urbanization patterns result in the inefficient use of natural resources, particularly energy and water, as well as in high levels of air and water pollution, soil contamination and negative impacts on human health and well-being. In particular, persistent and toxic bio-accumulative chemicals are contaminating various media and the food chains. Moreover, current economic tools and systems are not designed to integrate environmental costs. There is, therefore, a need to reorient production and consumption patterns towards cleaner, safer and environmentally sound technologies, products and services that will use less water and energy, prevent all forms of pollution and reduce risks to humans and the environment. *[new]*

12.60 The focus of the subprogramme which is implemented by the Technology, Industry and Economics Division is to encourage decision makers in national Governments, local authorities and industry to develop and adopt policies, strategies and practices that are cleaner and safer, make efficient use of natural resources, ensure environmentally sound management of chemicals, incorporate environmental costs and reduce pollution and risks for humans and the environment. *[new]*

12.61 In this context, the subprogramme will promote the development, use and transfer of policies of cleaner, safer and environmentally sound technologies, of economic instruments and of managerial practices and other tools that will assist in environmentally sound decision-making and in the building of corresponding capacities. It will also assist in the preparation of corresponding international agreements and guidelines and in particular, the conventions on persistent organic pollutants and prior informed consent. *[new]*

Expected accomplishments

12.62 The expected accomplishments will include:

(a) Operationalization of the interim secretariat for the Rotterdam Convention on Prior Informed Consent (jointly with FAO); development and adoption of a legally binding international instrument to reduce and eliminate releases of persistent organic pollutants; and improvement in the capability and capacity of countries to take actions necessary to manage chemicals safely and therefore to protect human health and the environment;

(b) Improved understanding and knowledge of environmental issues related to industrial and urban development, trade and the economy, sustainable consumption patterns, increased use of natural resources (energy, freshwater basins) and chemicals. *[new]*

Outputs

12.63 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (XB)*

(i) Substantive servicing of meetings

a. Meetings of the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives, as appropriate;

b. Meetings of the Intergovernmental Negotiating Committee on the Prior Informed Consent Convention (2) and on the Convention on Persistent Organic Pollutants (2);

c. Two international conferences for the insurance industry to enhance their awareness and integration of environmental considerations;

(ii) Parliamentary documentation. Reports of the meetings of the Intergovernmental Negotiating Committee on the Prior Informed Consent Convention and on the Persistent Organic Pollutants Convention;

(iii) Other services provided. Three seminars on cleaner production and environmental management for business groups and Governments; three expert seminars on energy sector reform;

(b) *Other substantive activities (XB)*

(i) Recurrent publications. UNEP chemical profile; status report on persistent organic pollutants; persistent organic pollutants brochure; UNEP Chemicals Newsletter; inter-organization programme for the sound management of chemicals; calendar of events and inventory of activities; inventories on information sources for chemicals;

(ii) Non-recurrent publications. Three industry and environment reviews and supplements on cleaner production, technology assessment and tourism; two updates of publications on environmental reporting, environmental impact assessment and corporate environmental accounting; revised environmental impact assessment training resource manual; proceedings of the regional and subregional workshops on awareness raising on persistent organic pollutants (approximately 20); reports of two intergovernmental forums in the fields of fresh water and urban management, with particular reference to environmentally sound technologies; report on progress in the implementation of the International Cleaner Production Declaration and of results achieved to promote resource productivity worldwide; analytical report on methodological issues pertaining to operational characteristics of the clean development mechanism; analytical report on the environmental costs and benefits of trade policy reform; and feasibility report on financial market opportunities and the insurance industry related to climate change and green investment;

(iii) Press releases and conferences. Press releases on each of the meetings on the Prior Informed Consent and Persistent Organic Pollutants Conventions (7); press conferences for each of the prior informed consent and persistent organic pollutants events (7); press releases on workshops and important publications (proceedings, reports) (approximately 12);

(iv) Technical material for outside users

a. Inventories of information sources on available destruction capacity for polychlorinated biphenyls (PCBs); dioxins/furans and alternatives (4 updated and reprinted);

b. Publication on regulatory actions and guidelines concerning persistent organic pollutants (updated regularly); publications on immediate actions for reducing and eliminating releases of persistent organic pollutants into the environment (approximately 15);

c. Maintenance and update of databases on the International Register of Potentially Toxic Chemicals; selection of alternatives to persistent organic pollutants, Internet collection of national persistent organic pollutant actions plans; legal files and inventories on information sources on chemicals; and screening information data sets;

d. Inventories on information sources for chemicals; maintenance and updating of UNEP chemicals on-line Web sites to provide rapid access to information on UNEP chemicals, organic pollutants, the Rotterdam Convention, the code of ethics on the international trade in chemicals and the release and transfer register;

e. Technical reports (4) on barriers and impediments along with recommended action plans for overcoming the impediments to the adoption and use of environmentally sound technologies for fresh water and for urban management; and reports on two surveys designed for assessing user needs and priorities in relation to environmentally sound technologies for fresh water and for urban management;

f. Information on environmentally sound technologies through the Internet, electronic mail, CD-ROM, floppy disk and hard copy;

g. Electronic databases on environmentally sound technologies for cleaner and safer production; and a database focusing on key industry sectors such as mining and oil and gas;

h. Information materials. Upgraded versions of the International Cleaner Production Clearing House; technology and product assessment methodologies; and lists of national and international experts, trainers in cleaner production and information sources;

i. A report on lessons learned from the current national cleaner production centres;

j. Four technical reports and guidelines on environmental management in industry sectors such as construction, agriculture, tourism and engineering contracting; and seven guideline and training manuals for use by the financial and insurance sector;

k. Survey reports and technical guidance documents and codes of conduct on consumption issues, in particular concerning the role of sustainable products, the influence of the advertising industry, market influences, the monitoring of consumption patterns and the role of driving forces to consume;

l. Policy tool kits and training material to support capacity-building in countries and in public and private organizations to promote more efficient consumption in sectors such as the manufacturing industry and the tourism and service sectors, as well as in the public arena; tool kits for assessing energy and climate change implications of different transport alternatives; guidelines on climate change mitigation and mitigation assessment; and methodologies and policy tools (voluntary initiatives, energy auditing) that can be used by decision makers in industry and Government to reduce carbon dioxide emissions;

m. Two reports on energy sector reform; three environmental and resource accounting country case studies; six economic instrument country case studies; report on trade and economic implications of implementing different conventions; four country studies on the environmental impacts of trade liberalization; report on the implementation of the financial services initiatives; report on the feasibility study on financial markets and green investment; report on an expert meeting on coherence and common principles related to environmental impacts of world trade and trade liberalization; and a report on performance indicators: analysis, methodology and reporting related to environmental impacts of world trade and trade liberalization;

(c) *International cooperation and inter-agency coordination and liaison (XB)*

(i) Participation in the Inter-Organization Programme for the Sound Management of Chemicals, which is a joint programme of UNEP, ILO, WHO, UNIDO, FAO, UNITAR and OECD; the Intergovernmental Forum on Chemical Safety; and the International Programme on Chemical Safety, a joint programme of UNEP, ILO and WHO;

(ii) Cooperation with UNITAR, FAO, the Basel Convention secretariat to address persistent organic pollutants, the Global Programme of Action to address persistent organic pollutants in the context of water programmes, GEF on projects to address persistent toxic substances and the World Conservation Union and World Wildlife Fund in relation to persistent organic pollutants and other chemicals;

(iii) Cooperative arrangements with partner agencies for the production and delivery of environmentally sound technology information products and with major environmentally sound technology database providers to support a system for technology assessment and verification;

(iv) Cooperation with the regional financial and insurance industries to enhance awareness and integration of environmental considerations into those industries; and consultative meetings on economic instruments with public and private sector partners;

(d) *Technical cooperation (XB)*

(i) Technical backstopping of Governments for the efficient use of energy and for the reduction of carbon dioxide emissions under the national communications support programme;

(ii) Training of national experts on selecting alternatives, reducing/eliminating dioxin and furan emissions and managing PCBs and other measures to reduce the persistent organic pollutants; and provision of assistance to international and national universities in incorporating sustainable industrial development issues into university courses;

(iii) Assistance to 25 countries to implement projects on the management of persistent organic pollutants and the assessment of toxins; joint projects, with the secretariat of the Basel Convention for the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, FAO and the Intergovernmental Forum on Chemical Safety to help to identify, manage and dispose of unwanted stocks of pesticides and other chemicals; four joint country capacity-building projects with the Commonwealth of Independent States; four technology demonstration projects related to environmentally sound technologies for fresh water and for urban management; four projects promoting investment in cleaner production in developing countries; and pilot projects on the removal of renewable energy barriers in four countries in Asia and Latin America;

(iv) Together with UNITAR and OECD, provision of support to pollutant release and transfer register activities, including maintaining a clearing house, providing support to national projects and promoting pollutant release and transfer registers in general; and data access activities with OECD;

(v) Approximately five workshops on the adoption and use of environmentally sound technologies for fresh water and for urban management with participants from developing countries and countries with economies in transition; international workshops and high-level seminars on cleaner production and on awareness of and preparedness for emergencies at the local level (accident prevention) in key sectors such as tourism and travel, mining, oil and gas, forestry, construction and industrial estate management; international seminar/workshop on the removal of barriers to renewable energy sources in Africa, with case studies and/or country reports from three countries (Egypt, Ghana and Zimbabwe); three national capacity-building workshops on clean development mechanisms; a valuation training workshop; two environmental and resource accounting methodology workshops; three environmental impact assessment capacity-building workshops; three economic instrument capacity-building workshops; two regional capacity-building workshops on integrating environmental considerations into trade policies; and six workshops focusing on sectoral analysis in agriculture, energy, fisheries, transport, textiles and services. *[new]*

Subprogramme 5
Regional cooperation and representation

Table 12.19 **Summary of requirements by object of expenditure** *[new]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996-1997 expenditures*[a]	*1998-1999 appropriations*[b]	*Resource growth*		*Total before recosting*	*Recosting*	*2000-2001 estimates*
			Amount	*Percentage*			
Posts	–	–	1 314.7	–	1 314.7	39.9	1 354.6
Other staff costs	–	–	73.4	–	73.4	2.7	76.1
Consultants and experts	–	–	41.0	–	41.0	7.8	48.8
Travel	–	–	28.5	–	28.5	1.4	29.9
General operating expenses	–	–	29.6	–	29.6	1.3	30.9
Supplies and materials	–	–	3.4	–	3.4	–	3.4
Total	**–**	**–**	**1 490.6**	**–**	**1 490.6**	**53.1**	**1 543.7**

(2) *Extrabudgetary resources*

1996-1997 expenditures[c]	*1998-1999 estimates*[c]	*Object of expenditure*	*2000-2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	
–	–	(ii) Extrabudgetary activities	–
–	–	(b) Substantive activities	–
–	129.9	General trust funds	225.9
		(c) Operational projects	
–	9 025.0	Environmental Fund	21 525.0
–	1 351.1	Technical cooperation trust funds	1 344.5
–	1 117.1	Counterpart contributions	1 520.4
Total	**11 623.1**		**24 615.8**
Total (1) and (2)	**11 623.1**		**26 159.5**

[a] The distribution of expenditures by subprogramme is not available owing to subsequent restructuring.

[b] The amount of the regular budget resources devoted to regional cooperation and representation is not available.

[c] The distribution of extrabudgetary resources is notional.

Table 12.20 **Post requirements** *[new]*

Subprogramme: Regional cooperation and representation

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	–	–	–	–	–	1	–	1
D-1	–	–	–	–	–	5	–	5
P-5	–	2	–	–	3	10	3	12
P-4/3	–	1	–	–	11	20	11	21
P-2/1	–	–	–	–	5	6	5	6
Total	**–**	**3**	**–**	**–**	**19**	**42**	**19**	**45**
General Service category								
Other level	–	4	–	–	–	11	–	15
Total	**–**	**4**	**–**	**–**	**–**	**11**	**–**	**15**
Other categories								
Local level	–	–	–	–	3	34	3	34
Total	**–**	**–**	**–**	**–**	**3**	**34**	**3**	**34**
Grand total	**–**	**7**	**–**	**–**	**22**	**87**	**22**	**94**

12.64 Environmental problems differ from region to region. Global environmental policies and programmes have to take regional needs and priorities into account in order to be successful. Regional cooperation increases the delivery and impact of global programmes. In order to facilitate enhanced regional delivery, a Nairobi-based coordination office has been established. This office, named the Regional Cooperation and Representation Division, is responsible for promoting regional policy integration, coordinating programme planning and providing services to the regional offices, as appropriate, to facilitate enhanced regional delivery. *[new]*

12.65 In response to geographically differentiated environmental concerns and interests, groups of countries have established cooperative regional and subregional frameworks. These provide effective mechanisms for addressing global environmental problems and the implementation of global environmental agreements, as well as for tackling specific problems common to participating States. UNEP will promote, support and work with these frameworks in implementing its programme. Governments in the regions need to be provided with policy advice on how to tackle global environmental problems. Where appropriate, solutions have to be demonstrated and other forms of technical assistance rendered, in particular to ministries of environment. Awareness-raising, involving the private sector, major groups and local authorities in tackling global environmental problems, and mobilizing the necessary resources for this work, are essential for the success of the UNEP programme in the regions. Regional offices have a major role to play in this respect. *[new]*

Expected accomplishments

12.66 The expected accomplishments will include:

(a) Enhanced policy debate on major environmental issues among and within Governments in the regions and in major environmental forums;

(b) Progress towards optimum implementation of global environmental policies, conventions and other binding agreements through the promotion and catalysis of subregional cooperation;

(c) Creation of new and deeper environmental awareness and information exchange at all levels on global environmental problems and their solutions in order to create an increasingly active constituency for action in the regions, including through the establishment of new national committees, and enhancement of the visibility of UNEP as the global environmental authority;

(d) Increased support for environmental action and increased resources, especially from the private sector, to be achieved by cooperating with global partners and the United Nations system and through fund-raising activities;

(e) Enhanced regional delivery and adequate incorporation of regional perspectives and priorities in the UNEP global programme through the promotion of regional policy integration, the coordination of programme planning and the servicing of regional offices. *[new]*

Outputs

12.67 During the biennium 2000-2001, the following outputs will be delivered by the Regional Cooperation and Representation Division in Nairobi:

(a) Advancement of the UNEP regional environmental agenda and enhancement of regional delivery through the coordination of the conceptualization, planning and implementation of UNEP programmes and activities in the regions;

(b) Creation and maintenance of a dynamic interface with the six regional offices in order to help manage the wide range of regional priorities with greater efficiency and flexibility;

(c) Coordination of the strengthening and restructuring of regional activities to ensure their greater integration;

(d) Balancing and harmonization of global priorities with regional ones so as to ensure that regional perspectives are adequately reflected in the global policy and programmes of work of UNEP and that UNEP priorities become part of regional environmental policies and actions;

(e) Facilitating the effective and timely two-way flow of information between headquarters and the regions;

(f) Provision of substantive servicing to the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives, as required. *[new]*

12.68 During the biennium 2000-2001, the following outputs will be delivered by the regional offices:

(a) Gathering of relevant information and data and incorporation of regional perspectives into the development of UNEP policies and programmes;

(b) Promotion of UNEP global policies in the region and enlistment of support for them at all levels;

(c) Activities to implement and complement relevant parts of the UNEP global programmes through initiating, coordinating and catalysing regional and subregional cooperation and action in response to environmental problems and emergencies;

(d) Assistance in the development of policies and programmes on global and regional environmental issues among and within Governments in the region;

(e) Provision of advisory services to help Governments translate global commitments into national action for the protection and enhancement of the environment (except by the New York office);

(f) Raising of public awareness of environmental problems and creating a constituency for environmental action;

(g) Provision of substantive servicing to the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives, as required. *[new]*

Resource requirements (at current rates)

Posts

12.69 The estimated amount of $1,314,700 proposed for this subprogramme would cover the costs of the posts shown in table 12.20. These seven posts would be based as follows: one P-5 and two General Service posts in the Regional Office for North America (New York), and one P-5, one P-4 and two General Service posts in the Regional Office for Europe (Geneva). Following the restructuring of UNEP, the resources for these two regional offices, which were previously shown under executive direction and management, are redeployed to this subprogramme and other subprogrammes as relevant. *[new]*

Other staff costs

12.70 An estimated amount of $73,400 would be required as follows: (a) $39,000 for general temporary assistance and $8,100 for overtime of staff in the Regional Office for North America; and (b) $21,800 for general temporary assistance and $4,500 for overtime of staff in the Regional Office for Europe. Previously, the same amount ($73,400) was appropriated under executive direction and management. It is now proposed to redeploy it to this subprogramme. *[new]*

Consultants

12.71 An estimated amount of $41,000, redeployed from subprogramme 3, relates to consultancy services required to undertake evaluations of the regional offices and to provide them with specialized expertise. *[new]*

Travel

12.72 An estimated amount of $28,500 would be required for the travel of staff as follows: $16,800 for staff in the Regional Office for North America and $11,700 for staff in the Regional Office for Europe, both for consultation with UNEP in Nairobi and for participation in the work of the Governing Council. The amount of $28,500 is proposed to be transferred from executive direction and management as a result of the restructuring of UNEP. *[new]*

General operating expenses

12.73 An estimated amount of $29,600 would be required as follows: (a) $23,800 for the Regional Office for North America for the maintenance of computer equipment ($8,400), long-distance calls ($10,000), pouches ($3,400) and postage ($2,000); and (b) $5,800 for the Regional Office for Europe to cover the cost of long-distance calls ($3,900), pouches ($1,300) and postage ($600). The amount of $29,600 includes $21,200 proposed to be transferred from executive direction and management to this subprogramme and $8,400 representing additional requirements for rental and maintenance of equipment in the Regional Office for North America. *[new]*

Supplies and materials

12.74 An estimated amount of $3,400 would be required to cover the cost of office supplies in the Regional Office for North America ($1,700) and the Regional Office for Europe ($1,700). The amount of $3,400 is proposed to be redeployed from executive direction and management. *[new]*

Subprogramme 6
Environmental conventions

Table 12.21 **Summary of requirements by object of expenditure** *[new]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*[a]	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	–	854.5	(273.8)	(32.0)	580.7	73.2	653.9
Travel	–	22.6	–	–	22.6	1.0	23.6
Total	**–**	**877.1**	**(273.8)**	**(31.2)**	**603.3**	**74.2**	**677.5**

(2) *Extrabudgetary resources*

1996–1997 expenditures[a]	*1998–1999 estimates*	*Object of expenditure*	*2000–2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	
–	–	(ii) Extrabudgetary activities	–
–	–	(b) Substantive activities	–
–	1 190.7	General trust funds	2 070.1
		(c) Operational projects	
–	6 420.0	Environmental Fund	7 113.8
–	461.5	Technical cooperation trust funds	459.2
–	333.7	Counterpart contributions	454.2
Total	**8 405.9**		**10 097.3**
Total (1) and (2)	**9 283.0**		**10 774.8**

[a] The distribution of expenditures by subprogramme is not available owing to subsequent restructuring.

Table 12.22 **Post requirements** *[new]*

Subprogramme: Environmental conventions

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	1	1	–	–	–	–	1	1
D-1	–	–	–	–	2	3	2	3
P-5	–	–	–	–	1	2	1	2
P-4/3	2	1	–	–	4	8	6	9
P-2/1	–	–	–	–	1	1	1	1
Total	**3**	**2**	**–**	**–**	**8**	**14**	**11**	**16**
Other categories								
Local level	2	1	–	–	14	13	16	14
Total	**2**	**1**	**–**	**–**	**14**	**13**	**16**	**14**
Grand total	**5**	**3**	**–**	**–**	**22**	**27**	**27**	**30**

12.75 Global environmental issues, namely, the loss of biological diversity, climate change, stratospheric ozone depletion, deforestation and unsustainable use of forests, desertification and land degradation, marine environment and resource degradation, freshwater degradation and the accumulation of persistent organic pollutants and hazardous wastes are linked through complex physical, chemical and biological processes, as well as by the same forces behind these global environmental changes (population growth, increasing consumption of resources and choice of unsound technologies). These problems need to be addressed in an integrated manner, building on the understanding of these linkages in decision-making. There must also be an explicit recognition of the synergies and trade-offs among the policies and actions taken within the frameworks of global and regional environmental conventions and agreements that are needed in order to respond in an effective and integrated manner to these global environmental problems. *[new]*

12.76 This subprogramme is implemented by the Environmental Conventions Division. It will promote the development of complementary policies and programmatic approaches among the work programmes of related global and regional environmental conventions and processes; support the development of new international conventions and agreements, including protocols to existing conventions and agreements; and coordinate the provision of UNEP programmatic support to the implementation of the work programmes of conventions and related international agreements and processes, particularly where programmatic linkages exist. *[new]*

Expected accomplishments

12.77 The expected accomplishments will include:

(a) Increased cost-effectiveness in the implementation of the conventions at the global, regional and national levels through programmatic support and establishment of areas of synergy and complementarity; and improved coordination in the formulation of policy and in the implementation of work programmes of 6 global and 10 regional conventions and action plans;

(b) Improved scientific knowledge bases for responding to issues related to biodiversity, climate change and variability by publishing reports and assessments on the issues and using them in the formulation and implementation of policy;

(c) Greater public awareness and appreciation of the objectives of the conventions as well as of the expected role of civil society for their achievement;

(d) Approval of at least eight major GEF-funded projects in support of the decisions of the governing bodies of the conventions on biological diversity and climate change;

(e) Enhanced capability of Governments to meet their obligations under the conventions on biological diversity and climate change and the relevant regional seas conventions. *[new]*

Outputs

12.78 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*

(i) Substantive servicing of the meetings of the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives, as required;

(ii) Parliamentary documentation

a. Twenty reports to intergovernmental forums (UNEP Governing Council and governing bodies of conventions and related international processes on the status and progress of collaboration among those conventions and processes);

b. Coordination of the preparation of task manager reports to the Commission on Sustainable Development on the chapters of Agenda 21 on biodiversity, atmosphere and desertification;

(b) *Other substantive activities (XB)*. Report assessing climate issues and their use in policy development; report on the status of implementation of global environmental conventions; and outreach materials for conventions, directed in particular at developing countries;

(c) *International cooperation and inter-agency coordination and liaison (RB/XB)*

(i) Representation of UNEP at the meetings of global (11) and regional (12) conventions and related international agreements (4); participation in the integrated pollution prevention and control process to increase focus on policy-relevant information; participation in the Intergovernmental Forum on Forests process and the collaborative activities of the Intergovernmental Forum on Forests Inter-Agency Group, with UNEP acting as the lead agency on issues related to countries with low forest cover, the underlying causes of deforestation and forest degradation, forest conservation and protected areas;

(ii) Organization of three collaborative meetings among convention governing bodies and related international processes at the policy, scientific and technical and programmatic levels; three joint thematic programming exercises of thematically clustered conventions and related international processes, namely, on natural resources (biodiversity, atmosphere and land), regional seas and chemicals and human health; and consultations between UNEP and global and regional environmental convention governing bodies for identifying areas of cooperation and joint programming;

(iii) Consultations between UNEP (Global Programme of Action) and the regional seas conventions and action plans for identifying areas of cooperation and joint programming;

(iv) Substantive inputs into meetings of the UNEP Polar Task Force, Antarctic Treaty consultative meetings, Arctic Council meetings, meetings of the multilateral working groups on water

resources and environment of the Middle East peace process, United Nations inter-agency meetings on Gaza and meetings of task forces on the environmental aspects of humanitarian relief programmes and activities (e.g., the relief-to-development continuum and floods);

(d) *Technical cooperation (XB)*

(i) Provision of support for the negotiation of new regional sea conventions and action plans as well as to new protocols to existing regional sea conventions; the negotiation of a protocol on transboundary air pollution for the Association of South-East Asian Nations; and negotiations on an international legally binding instrument on persistent organic pollutants;

(ii) Eight projects for implementing the decisions of the Conference of the Parties to the conventions on biological diversity and climate change and for carrying out the activities of regional sea conventions to be funded by GEF;

(iii) Provision of assistance to 70 Governments to meet their obligations under the conventions on biological diversity and climate change and the relevant regional sea conventions. *[new]*

Resource requirements (at current rates)

Posts

12.79 The estimated amount of $580,700, reflecting a decrease of $273,800, would provide for one D-2, one P-4 and one local level posts based in Nairobi. The decrease of $273,800 relates to one P-4 and one Local level post proposed to be redeployed outward to executive direction and management in the context of the restructuring of UNEP. Since one P-4 post is shown as being redeployed from executive direction and management to subprogramme 5, no net changes in the total number of P-4 posts are shown under either executive direction and management or programme of work (see also paras. 12.22 and 12.68). *[new]*

Travel

12.80 The estimated amount of $22,600, at the maintenance level, relates to the travel of staff to the meetings of the governing bodies of the various conventions and for consultations. *[new]*

Subprogramme 7
Communications and public information

Table 12.23 **Summary of requirements by object of expenditure** *[new]*

(Thousands of United States dollars)

(1) *Regular budget*

Object of expenditure	*1996–1997 expenditures*[a]	*1998–1999 appropriations*	*Resource growth*		*Total before recosting*	*Recosting*	*2000–2001 estimates*
			Amount	*Percentage*			
Posts	–	720.5	–	–	720.5	81.8	802.3
General operating expenses	–	11.1	–	–	11.1	2.1	13.2
Supplies and materials	–	3.4	–	–	3.4	0.6	4.0
Total	**–**	**735.0**	**–**	**–**	**735.0**	**84.5**	**819.5**

(2) *Extrabudgetary resources*

1996–1997 expenditures[a]	*1998–1999 estimates*	*Object of expenditure*	*2000–2001 estimates*
		(a) Services in support of:	
–	–	(i) United Nations organizations	
–	–	(ii) Extrabudgetary activities	–
–	–	(b) Substantive activities	–
–	409.5	General trust funds	711.9
		(c) Operational projects	
–	6 144.9	Environmental Fund	6 011.2
		Technical cooperation trust funds	
–	290.9	Counterpart contributions	395.9
Total	**6 845.3**		**7 119.0**
Total (1) and (2)	**7 580.3**		**7 938.5**

[a] The distribution of expenditures by subprogramme is not available owing to subsequent restructuring.

Table 12.24 **Post requirements** *[new]*

Subprogramme: Communications and public information

	Established posts		*Temporary posts*					
	Regular budget		*Regular budget*		*Extrabudgetary resources*		*Total*	
	1998-1999	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*	*1998-1999*	*2000-2001*
Professional category and above								
D-2	–	–	–	–	1	–	1	–
D-1	–	–	–	–	1	1	1	1
P-5	–	–	–	–	1	1	1	1
P-4/3	2	2	–	–	3	6	5	8
P-2/1	1	1	–	–	2	2	3	3
Total	**3**	**3**	**–**	**–**	**8**	**10**	**11**	**13**
Other categories								
Local level	4	4	–	–	19	18	23	22
Total	**4**	**4**	**–**	**–**	**19**	**18**	**23**	**22**
Grand total	**7**	**7**	**–**	**–**	**27**	**28**	**34**	**35**

12.81 Public awareness is crucial in promoting sustainable development and improving the capacity of people to address environmental issues. Communicating the ideas and position of UNEP on important and relevant issues is critical to elevating the organization's role in resolving the major environmental problems. In partnership with the United Nations and other organizations, both within and outside of the United Nations system, this subprogramme increases awareness of environmental issues and informs Governments, civil society, the media, interest groups and communities about the work of UNEP. By producing and distributing publications, broadcast material, visual displays, publicity campaigns and other special events, the aim of the subprogramme is to promote UNEP as well as to encourage and educate people to live sustainably by actively improving quality of life while caring for the earth. The subprogramme will develop proactive communication and media strategies to allow UNEP to shape the agenda of public debate and bring the attention of the world to emerging environmental issues. It will enhance public access to UNEP programmes and present UNEP as a dynamic organization and a unique source of authoritative information that has a real impact on the global environment. The creation of a spokesman's office will help to ensure that the position of UNEP on issues of concern is accurately reflected in the world media. A new technical unit on the UNEP Web site will facilitate access to information on the Internet, the communication of the message of UNEP and the efficient use of rapidly developing electronic forms of information. The subprogramme is implemented by the Communications and Public Information Division. *[new]*

Expected accomplishments

12.82 The expected accomplishments will include:

(a) Enhancement of the profile of UNEP and that of the United Nations in Kenya through the promotion of a new communication strategy;

(b) Internalization by UNEP staff of the importance of communication in achieving the objectives of their programmes and the overall biennial programme through selective training and general sensitization;

(c) Improvement of the corporate image of the organization through the coordinated and effective production, presentation and distribution of new information products (hard copy and electronic publishing, audio-visual materials, exhibits, etc.);

(d) Strengthening of UNEP partnerships, with both media and other players, to enhance access to environmental information for strengthening awareness and action by policy makers and various civil society stakeholders. *[new]*

Outputs

12.83 During the biennium 2000–2001, the following outputs will be delivered:

(a) *Servicing of intergovernmental/expert bodies (RB/XB)*. Substantive servicing of the meetings of the Governing Council, the High-level Committee of Ministers and Officials in Charge of Environment and the Committee of Permanent Representatives;

(b) *Other substantive activities (RB/XB)*

(i) Recurrent publications. Four issues of *Our Planet*; and two issues of the public version of the UNEP annual report;

(ii) Provision of services to UNEP national committees, the Youth and Children Network, the Global 500 network of laureates and the Sasakawa laureates;

(iii) Press releases and conferences

a. Thirty speeches prepared for the Executive Director and the Deputy Executive Director for delivery at major United Nations and other international meetings and forums;

b. Eighty press releases and breaking news stories on key environmental issues;

c. Sixty media interviews organized for the Executive Director and other senior staff with the local and international press;

d. Sixty press conferences organized, in collaboration with partners, for the Executive Director and other senior staff on major UNEP activities;

e. Sixty statements, forewords, prefaces, articles, editorials and messages of the Executive Director and other senior staff;

f. Co-production of 12 video releases on emerging environmental issues with Television Trust for the Environment and other partners and their dissemination to global and national television stations;

g. Co-production of 50 international television programmes and films with United Nations information centres, Television Trust for the Environment and other partners for global dissemination;

h. Co-production of 10 radio programmes with the Kenya Broadcasting Corporation for use by United Nations Radio and global and national broadcasters;

i. Organization of eight UNEP special events in collaboration with United Nations bodies and external partners (World Environment Day, United Nations Water Day, United Nations Desertification Day, United Nations Ozone Day, United Nations Biodiversity Day, International Oceans Day, UNEP global/regional youth forums and International Children's Conference);

j. Organization of eight major UNEP world campaigns and other promotional activities in collaboration with external partners and national committees ("Clean Up the World", launches of United Nations/UNEP reports, concerts, exhibitions, etc.);

k. Organization of 10 events for children and youth and sports co-sponsored with United Nations bodies and external partners (UNEP global/regional youth forums, international/national children's conferences, UNEP Global Youth Retreat, world youth forums of the

United Nations system, tennis forums for global environment and conferences by external partners);

l. Organization of UNEP awards programmes, namely the Global 500 awards and the United Nations Sasakawa Environment Prize, in collaboration with external partners and sponsors;

m. Organization of the third UNEP international photo competition on the environment, in collaboration with Canon, Denstu and the Department of Public Information/Joint United Nations Information Committee;

n. Organization of the international photo exhibition in 2000 and five regional travelling photo exhibits;

o. Organization of 10 book exhibits, and promotion of UNEP publications at 6 major international book fairs;

p. Two international painting competitions on the environment for children;

(iv) Technical materials for outside users

a. On-line sales catalogue of UNEP publications and other products;

b. Five Web sites covering special events and global campaigns (Children's Conference, Youth Forum, Sasakawa, Global 500, photo competitions, "Clean Up the World", International Ozone Day);

c. Media information materials, booklets, exhibits, posters and stickers in connection with 20 major environmental events and functions;

(c) *International cooperation and inter-agency coordination and liaison (RB/XB)*

(i) Coordination and facilitation of the participation of children and youth groups in environmental initiatives, implementation of the UNEP agenda and promotional activities;

(ii) Coordination with the International Olympic Committee in promoting environmental considerations and in setting standards using the global sports community and events;

(d) *Technical cooperation.* Two training workshops for journalists from developing countries and countries with economies in transition; two training workshops for non-governmental organization media from developing countries and countries with economies in transition; and promotional projects with national committees. *[new]*

Resource requirements (at current rates)

Posts

12.84 The estimated requirements of $720,500, at the maintenance level, would provide for the posts shown in table 12.24 above. *[new]*

General operating expenses

12.85 An estimated amount of $11,100, at the maintenance level, would be required for communications. *[new]*

Supplies and materials

12.86 An estimated amount of $3,400, at the maintenance level, would be required to cover the cost of office supplies. *[new]*

Table 12.25 **Summary of follow-up action taken to implement relevant recommendations of the internal and external oversight bodies and the Advisory Committee on Administrative and Budgetary Questions** *[former table 12.11]*

Brief description of the recommendation	*Action taken to implement the recommendation*
Office of Internal Oversight Services (A/51/810)	
The senior management of UNEP needs, as a matter of urgency, to clarify with its stakeholders its role and function following the United Nations Conference on Environment and Development (para. 137).	Clarification of the role and mandate of UNEP is the prerogative and responsibility of its Governing Council. Governments have defined and clarified the refocused role and mandate of UNEP by adopting the Nairobi Declaration on the Role and Mandate of UNEP at the nineteenth session of the UNEP Governing Council which was subsequently endorsed by the General Assembly at its nineteenth special session, in June 1997.
UNEP should translate this clarified role into a clear plan of action for the next five years. The plan should contain measurable, or at least observable, goals and basic indicators of progress applicable to each programme and operational unit. Managers at all levels should then use them in managing their work (para. 138).	The major elements of the plan of action were considered by the Governing Council at its fifth special session, in Nairobi in May 1998 on the basis of the outcome of the High-level Committee of Ministers and Officials in Charge of Environment, the special session of the General Assembly and the policy guidelines presented by the Executive Director. The introduction of results management and performance indicators for the UNEP programme of work for 1996–1997 has been extended to the 1998–1999 work programme. Also, the 2000–2001 work programme is results-oriented and contains objectives, results and measurable performance indicators. Managers are guided in their work by semi-annual programme implementation reports, which give an overview of programme delivery as compared to the use of resources over the same time period.

Brief description of the recommendation	*Action taken to implement the recommendation*
Immediate steps should be taken to translate the Programme's global role as a catalyst, coordinator and stimulator of environmental action into one single programme budget document. Simultaneously, urgent action is needed to put in place a system of programme oversight with the authority necessary to ensure the coordination and implementation of an integrated and comprehensive programme of work. The UNEP monitoring and evaluation system should collect essential data on performance and provide feedback to managers at all levels in a timely fashion so as to provide guidance in the allocation of resources and to permit provision of incentives to good performers. The responsible units should report directly to the Executive Director (para. 139).	Budgets for conventions and trust funds, including GEF, are developed and approved independently and according to different schedules by their respective legislative bodies. The implementation of this recommendation will therefore be carried out with their approval. A composite budget document and programme of work for 1998–1999 was presented to and approved by the Governing Council at its nineteenth session. For the Environment Fund the same document, including management and administrative support costs and the programme of work for 2000–2001, was presented to the Governing Council at its twentieth session, in February 1999. The Executive Director presented to the Governing Council at its twentieth session, the completed new organizational structure, building upon his proposal, made at the fifth special session of the Governing Council in May 1998. Six divisions and one branch based on functions rather than sectoral subjects will report directly to the Deputy Executive Director. He will exercise oversight and authority, ensuring coordination and integration. As part of the new organizational chart, the Evaluation Unit was separated from the planning and monitoring functions and now reports directly to the Executive Director. Feedback is provided to managers through the Management Board. The Programme Coordination and Management Unit, established in August 1998 as a successor to the Corporate Planning and Accountability Service, monitors programme performance and submits semi-annual programme implementation reports to management as guidance in the allocation of resources. The Unit reports directly to the Deputy Executive Director, who supervises programme delivery.
The Environmental Economics Unit needs to be strengthened (para. 140).	The economics and trade subprogrammes have been fully integrated. To maximize scarce resources, ensure a critical mass of human resources and foster necessary closer collaboration with WTO, UNCTAD, ECE and OECD, the Unit has been consolidated in Geneva. The proposed budget for 2000–2001 contains increased funding for the economics and trade programme element.

Brief description of the recommendation	*Action taken to implement the recommendation*
The relationship between the secretariats of the environmental conventions and UNEP should be revisited. Fulfilling its Agenda 21 mandate for coordinating the work of the secretariats may give UNEP a tool for achieving its larger goals. If that is a niche that UNEP decides to occupy, then it will need to equip itself to do so (para. 141).	UNEP has established a Division of Environmental Conventions. The objectives of the conventions are: (a) to promote, in cooperation with their respective governing bodies, development of coherent interlinkages among international conventions and processes and prevention of fragmentation of international environmental policy-making; (b) to enhance, in cooperation with their respective governing bodies, the linkages among the various scientific and information monitoring processes that underpin environmental conventions and relevant international agreements in order to provide a bridge between science and information and policy; and (c) to serve as a link between UNEP and the conventions and related international processes to facilitate and channel coordinated substantive support of environmental conventions and processes by various UNEP programme areas such as atmosphere, biodiversity, chemicals, land and water to ensure that the conventions and processes are implemented effectively in accordance with their provisions and the decisions of their conferences of parties.
Management should assess the organizational structure with a view to reducing its top-heaviness, ensuring greater congruence with the programme of work; delineating clearly the functions and responsibilities of each unit, ensuring that those functions are mutually supportive of each other; avoiding a too-thin distribution of resources; and reflecting clear lines of authority (para. 142).	The Executive Director presented to the Governing Council at its fifth special session a new organizational structure for UNEP. Six divisions and one branch based on functions rather than subject areas will report to the Executive Director through the Deputy Executive Director. He will exercise oversight and authority, ensuring integration. The congruence between the new organizational structure and the programme of work will be completed for 2000–2001. However, the programme of work for 1999 will be implemented as approved by the Governing Council at its nineteenth session, with the new organizational structure. To reduce the top-heaviness of UNEP, the new Executive Director has downgraded the posts of regional directors from D-2 to D-1.
The work of the numerous committees established to provide collective guidance on programmatic and administrative matters should be streamlined, the number of committees should be reduced and their respective responsibilities should be well-delineated (para. 143).	The Management Board, comprising senior officials, serves as the principal mechanism for evolving and providing collective guidance on programmatic and administrative matters. It meets regularly under the chairmanship of the Executive Director. The number of other functional committees has been drastically reduced.

Brief description of the recommendation	*Action taken to implement the recommendation*
Managerial and administrative reform within UNEP requires a firm hand at the helm. If the Executive Director must travel much of the time, there has to be a second in command in charge at UNEP headquarters, with the authority and determination to put changes into effect (para. 144).	The Executive Director has delegated full authority to the Deputy Executive Director to take necessary decisions when the Executive Director is away from Nairobi. Additionally, the Deputy Executive Director has been designated Reform Coordinator.
UNEP may wish to have an independent evaluation office with a reporting relationship and status vis-à-vis its Governing Council that is analogous to that of the Office of Internal Oversight Services to the General Assembly (para. 145).	With the introduction of the new organizational structure, the Evaluation and Oversight Unit reports directly to the Executive Director. The Evaluation and Oversight Unit submits each year a UNEP evaluation report to members of the Governing Council.
Evaluation resources are very scarce and should be used for strategic purposes, meeting accountability needs while clarifying relevant issues (para. 146).	The Evaluation and Oversight Unit prepares annually a UNEP evaluation report. Managers will continue to be requested to prepare implementation plans to ensure follow-up of evaluation recommendations contained in that report. The Evaluation and Oversight Unit reviews these plans every six months and draws to the attention of the Management Board necessary corrective action. In 1996, for the first time, a management response was prepared to the evaluation report, and management committed itself to implementing the recommendations therein, thus bringing the commitment to the policy level. The Management Board reviews systematically all evaluation recommendations to assess the necessity of any structural or systemic change. The management response to the 1997 evaluation report was distributed to the Governing Council at its twentieth session as an information document. As a test case, an ex post facto environmental impact evaluation of the long-standing Mediterranean Action Plan has been undertaken to provide evidence of the impact on the environment of a UNEP programme. This report was sent to the Office of Internal Oversight Services in connection with the update to the triennial review on 21 January 1998.
UNEP should review its practice of turning all activities into projects (para. 147).	The secretariat has been developing new approaches to programme implementation. The extent to which new approaches can be implemented for internal programme implementation is dependent upon the outcome of the ongoing reforms and the compatibility of these new approaches with the rules and regulations governing the fund of UNEP.

Brief description of the recommendation	*Action taken to implement the recommendation*
The position of UNEP in GEF appears minimal, and therefore, as part of the 1997 review by the General Assembly of follow-up to the United Nations Conference on Environment and Development, UNEP should urge consideration of a revised relationship among the implementing agencies of GEF (para. 148).	As a result of the recommendation of the Office of Internal Oversight Services, the Executive Director presented the new profile of UNEP in GEF at the first GEF Assembly, held in New Delhi in April 1998. The new profile was endorsed by the Governing Council in its decision SS.V/6 of 22 May 1998. In that decision the Governing Council welcomed the progress made by the Executive Director in strengthening the role of UNEP in the GEF. The Governing Council also requested the Executive Director to strengthen the role of UNEP in the GEF cross-cutting area of land degradation. To strengthen inter-agency collaboration, a memorandum of understanding between UNEP and UNDP on joint collaboration in the cross-cutting area of land degradation was signed in November 1998. The third meeting of the High-level Committee of Ministers and Officials in Charge of Environment, held in Buenos Aires on 10 November 1998, welcomed also the progress made by UNEP in GEF, as evidenced by the increase of its work programme from $21 million during the pilot phase to $124 million at the end of 1998, corresponding to more than 96 projects. The Ministers requested the Executive Director to present to the Governing Council at its twentieth session, in February 1999, a draft action plan on complementarity and additionality of UNEP core activities with its GEF interventions aimed at further clarifying the role of UNEP in GEF.

Brief description of the recommendation	*Action taken to implement the recommendation*
The issue of the Mercure telecommunications facility should be resolved as a matter of urgency. UNEP and the United Nations Secretariat should resolve any outstanding issues of compatibility between the United Nations and UNEP systems and make recommendations to the parties and legislative bodies concerned as to the steps to be taken if the system cannot be put into full and cost-effective operation in the near future (para. 149).	With the signing of an agreement between the Government of Kenya and UNEP in April 1998, operational data services were implemented over the Mercure system in Nairobi. Fourteen other Mercure sites were rendered operational by June 1998. Services at UNEP headquarters include all e-mail, computer file transmission and interactive Internet services, such as high-speed access to the World Wide Web. Facsimile and video-conferencing links are also being tested and will be made operational in 1999. The Government of Kenya agreed in May 1998 to join UNEP in negotiations on the issue of expanding Mercure services to include voice telephone and other access to the Mercure system by all United Nations agencies in Nairobi. These negotiations will continue in 1999, when it is anticipated agreement will be reached between the parties. The incompatibility question did exist when the United Nations was conceiving the "United Nations backbone system" and when Mercure was to be set up with a European proprietary system (DAMA). Under this system, the satellite telecommunications link would be activated only upon demand by earth stations and could be a barrier for telecommunications, which require a permanent communication link such as telephone services. The Information Technology Services Division of the United Nations Secretariat and UNEP proposed that ITU should conduct a study, during the fourth quarter of 1997, to examine the costs, benefits and application efficiencies of Mercure related to UNEP activities. ITU was, however, unable to do so at that time. In March 1998, supplementary discussions on the compatibility of the United Nations global telecommunications system and Mercure were held between the United Nations and UNEP. That meeting concluded that it was no longer necessary to conduct an independent study at a cost of approximately $100,000, since compatibility for data traffic had already been achieved. Also, expertise sufficient to achieve compatibility for remaining services, such as voice, were available with Information Technology Services Division and at UNEP. An internal cost benefit study of Mercure operations was made available to the Governing Council at its twentieth session in line with the recommendations of the Governing Council at its nineteenth session.

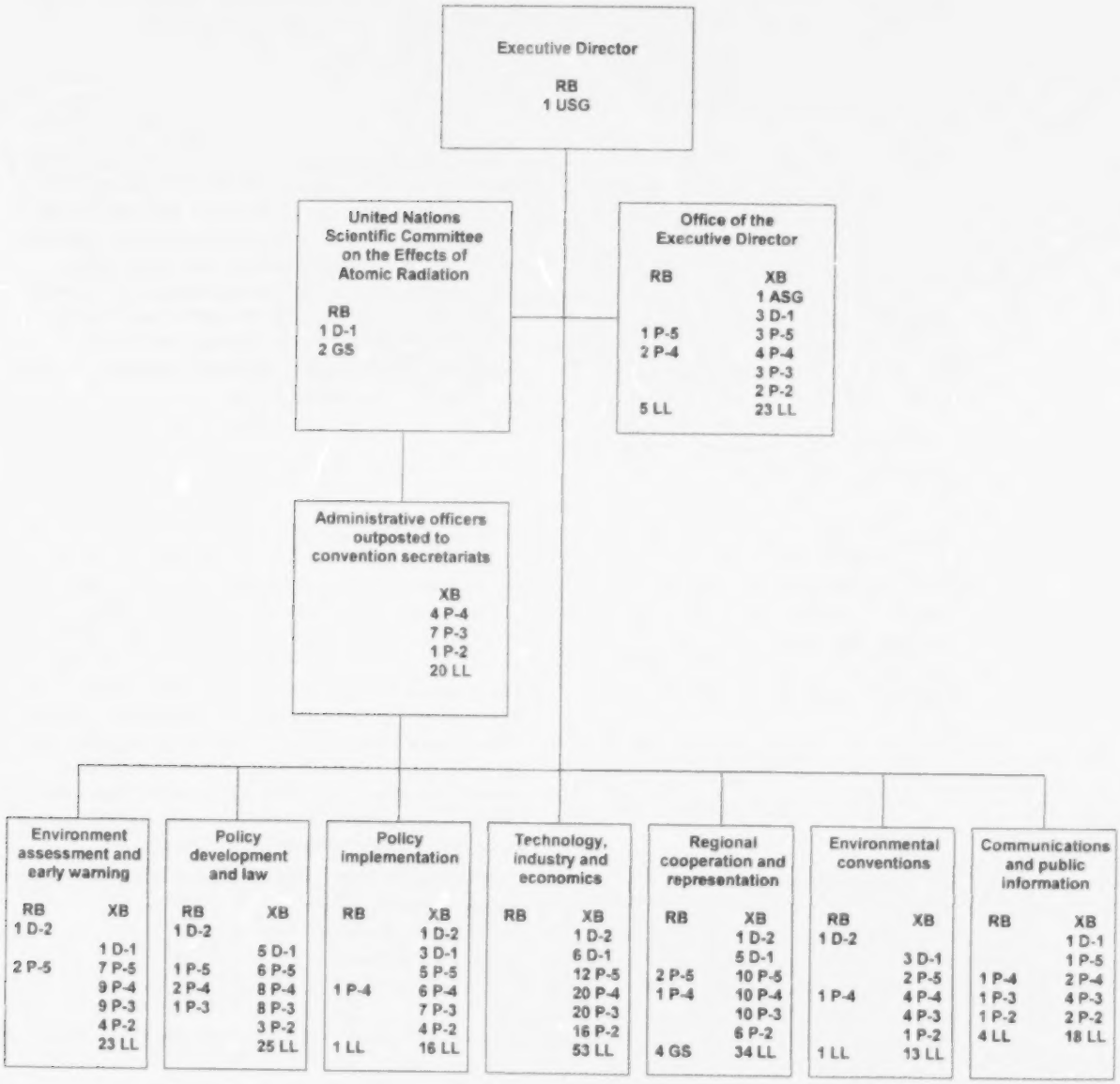
Brief description of the recommendation	*Action taken to implement the recommendation*
In considering its coordinating responsibilities, UNEP should indicate to its stakeholders the need to consider harmonizing the organization's mandates, resources and capacities (para. 150).	The Nairobi Declaration was presented to the Commission on Sustainable Development. At its fifth session, the Commission recognized the role of UNEP and its Governing Council as the principal United Nations body in the field of the environment. The focus of UNEP is on the integrative concept of sustainable development. Consequently, UNEP provides the environmental perspective in the work of the Department of Economic and Social Affairs on sustainable development. Other organizations provide the economic and social dimensions. The Governing Council in its decision 19/9B of 7 February 1997 welcomed efforts by UNEP to develop the system-wide strategy and requested the Executive Director to undertake further development through the Inter-Agency Environment Coordination Group following the conclusion of the special session of the General Assembly and to finalize the strategy by the twentieth session of the Governing Council. UNEP will continue to bring discipline to those relationships through the development of specific memoranda of understanding — for example, with UNICEF and WTO. UNEP will also continue to forge strategic alliances with organizations through *inter alia* its Environmental Citizenship Programme and through its Industry and Environment Centre. The report of the Task Force on Environment and Human Settlements, chaired by the Executive Director of UNEP, was submitted to the Secretary-General for submission to the General Assembly at its fifty-third session (see A/53/463). The report has important recommendations with regard to the responsibilities and coordinating role of UNEP. That report is still under consideration by the General Assembly.
Clear guidelines on disbursements for consultants and advisers and on the establishment of posts should be developed (para. 151).	UNEP will continue to adopt a human resources management strategy that attracts the best talent, which will mean a mix of both internal and external resources. The utilization of consultants will be carried out in accordance with the instructions recently issued by the United Nations Secretariat.
Compliance with the recommendations of the Board of Auditors is necessary and should be given the priority it deserves (para. 152).	UNEP has been successful in the implementation of the recommendations by the Board of Auditors for the biennium 1994–1995. A separate document on the status of implementation of those recommendations was submitted to the Governing Council at its twentieth session. A status report as at 31 October 1998 has been sent to the Board of Auditors.

Brief description of the recommendation	*Action taken to implement the recommendation*
The work of the appointment and promotion machinery and its membership should be revisited. Two committees, one for Professional staff and the other for General Service staff, would be a step in the direction of reducing the cumbersome process (para. 153).	UNEP continues to adhere to United Nations procedures. In addition to two promotion bodies mentioned previously, UNEP has an Appointment and Promotion Committee dealing with Professional level posts funded from the United Nations regular budget. New membership for the Appointment and Promotion Board (for Professional staff members with appointments limited to UNEP), the Appointment and Promotion Panel (for General Service staff members in the United Nations Office at Nairobi), UNEP and the United Nations Centre for Human Settlements and the local Appointment and Promotion Committee (for Professional posts up to the P-4 level, funded by the United Nations regular budget) was established effective 1 October 1998. In addition, the Appointment and Promotion Board and the Appointment and Promotion Panel have started to perform the new mandate of reviewing special post allowance and superannuation cases, as approved in May 1998.
The consultative process between staff and senior management should be established on a sound basis, with a view to ensuring a spirit of genuine cooperation and mutual respect (para. 154).	The Joint Advisory Committee has been established in accordance with the Secretary-General's bulletin ST/SGB/176/Rev.2 of April 1991 and staff rule 108.2 to discuss personnel policies and general questions concerning staff welfare. The Staff Association will continue to have meetings with the Executive Director quarterly and with the Deputy Executive Director once a month. Also, the Chief of the United Nations Office at Nairobi meets with the Staff Association on a regular basis.
A determined effort should be made to put the United Nations Office at Nairobi on the right track. This should include appropriate delegation of authority, enhancement of the capacity of the staff through training and the provision of a stable resource base to ensure the continuous presence of an institutional critical mass. A first step in that direction would be for Headquarters to provide urgent assistance by assigning to Nairobi for one month a senior administrator with proven experience in the establishment and functioning of United Nations common services outputs (para. 155).	The Executive Director/Director-General of the United Nations Office at Nairobi has delegated to the Administration of the United Nations Office at Nairobi all administrative responsibilities in support of UNEP effective 1 July 1998. Existing operating procedures and reporting lines and interaction between substantive and administrative units have been reviewed. Budget section 27G, Administration, Nairobi, contains proposals for the biennium 2000–2001 to strengthen the United Nations Office at Nairobi and to enable it to play fully its expanded role.

Brief description of the recommendation	*Action taken to implement the recommendation*
Board of Auditors (A/53/5/Add.6, chap. II)	
The Board recommended that reports on the value of non-expendable property purchased by the implementing agencies out of UNEP funds should be obtained and the value of such property should be disclosed in the notes to the financial statements (para. 15).	The value of non-expendable equipment purchased by implementing agencies out of UNEP funds will be reported in the 1998 accounts.
The Board recommended that the Administration review all unpaid pledges under the different funds and make appropriate provision in the accounts where the collection of the income is considered doubtful. The Administration should also consider recognizing pledges as income only when the funds are received (para. 18).	The Budget and Funds Management Service of the United Nations Office at Nairobi continuously reviews unpaid pledges for all funds. In respect of the Montreal Protocol, contribution tables are maintained separately for each year since the inception of the fund (1991), thus providing detailed information in respect of the age of unpaid pledges. Age analysis information for other UNEP trust funds is being developed. Writing off pledges, as well as considering pledges of some Governments to be doubtful, and making corresponding provisions in the accounts is the prerogative of the meetings of parties contributing jointly to those funds. However, in the management of allocations and commitments of all trust funds, it is the policy and practice of UNEP and the United Nations Office at Nairobi to take into consideration cash balances only, supplemented very exceptionally by some amount of pledges considered to be fully reliable. Reflecting pledges as income is standard United Nations practice as an element of accrual accounting. The practice does not result in over-estimation of funds available, over-commitment or over-expenditure owing to the practices outlined above.
The Board recommended that the Administration continue efforts to ensure that executing agencies that are required to provide audit certificates in respect of monies released from the Environment Fund do so soon after the end of the financial period (para. 23).	The UNEP Manual on Project Formulation, Approval, Monitoring and Evaluation sets out the conditions relating to the submission of audit certificates. UNEP has put in place all the necessary measures to ensure timely submission of audited expenditure statements. UNEP will withhold future cash advances to those organizations which have not provided audit certificates and will not enter into new contractual arrangements with supporting organizations that have not provided necessary audit documents.
The Board recommended that the Administration establish a system of periodic review of accounts receivable to recover and/or adjust the items (para. 27).	Control and follow-up will be improved and an improved receivables ageing system is expected to be fully developed by 1999.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommended that as a matter of urgency the Administration review the cost-effectiveness and viability of the Mercure communications system, including its compatibility with the United Nations communications system (para. 42).	See above for the description of action taken in response to a similar recommendation from the Office of Internal Oversight Services.
The Board recommended that the Administration improve its management and control over projects by ensuring that objectives and outputs are clearly specified; terms of reference for consultants are specified; and quarterly expenditure and half-yearly progress reports are received promptly. The Board also reiterated its recommendation made in its report for 1990–1991 and again in 1994–1995 that action should be taken to obtain all prescribed reports so as to allow timely closure of completed projects (para. 50).	Project formulation has been streamlined with the approval in 1998 of the UNEP Manual on Project Formulation, Approval, Monitoring and Evaluation, and measures to ensure timely submission of financial statements and progress reports were put in place (UNEP withholds cash advances to organizations that have not submitted required reports). Action has also been taken to solicit from executing agencies all outstanding project reports and to effect timely closure of projects.
The Board recommended that the Administration review the project management report sheet and include the specific outputs in it, in addition to ensuring that they are updated on an ongoing basis to serve as an effective project management instrument (para. 51).	The UNEP Manual on Project Formulation, Approval, Monitoring and Evaluation already provides tools (project progress report, terminal report and self-evaluation fact sheet) for collecting comprehensive information on the life of a project to meet evaluation and reporting requirements, including specific outputs. Fund management officers are following up the project development through the project management report sheet, where all the expected and received reports are listed. It is considered that these reports and filing system will adequately meet audit requirements, and UNEP does not see the need to include specific outputs in the project management report sheet.
The Board recommended that the Administration ensure that the procedures for taking action on the decision of the Property Survey Board are adhered to and that it monitor compliance by exception (para. 61).	The United Nations Office at Nairobi is implementing the recommendation.

United Nations Environment Programme
Proposed organizational structure and post distribution for the biennium 2000-2001 *[new]*



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Proposed programme budget for the biennium 2000-2001

Human resources management

Personnel practices and policies

Note by the Secretary-General

1. The present note is prepared pursuant to the request made by the Advisory Committee on Administrative and Budgetary Questions in paragraph 104 of its first report on the proposed programme budget for the biennium 2000-2001.[1]

2. The Advisory Committee, in chapter I of its report, made a number of general observations on the specific roles of the General Assembly and the Secretary-General in the area of personnel management. The Committee noted that, in carrying forward the human resources management reform effort, the Secretary-General was frequently assisted by decisions of the General Assembly. In certain cases, however, problems encountered in the implementation of General Assembly resolutions have affected the Secretary-General's efforts to move forward with his human resources management strategy.

3. In paragraph 104 of its report, the Advisory Committee requested the Secretary-General to prepare an analysis of the situation for the consideration of the General Assembly at its fifty-fourth session.

4. The Secretary-General wishes to express his appreciation to the Advisory Committee for addressing this issue. He would agree with paragraph 105 of the Committee's report, in which the Committee stresses that the Secretariat's role is to develop the necessary processes and the administrative mechanisms to implement legislative mandates and directives, and that the Secretary-General needs the flexibility to make the administrative arrangements that he deems appropriate, within the context of the overall principles and policies legislated by the General Assembly and in accordance with the Charter of the United Nations. He is also in agreement with the Advisory Committee's view, set out in paragraph 103, that the Secretariat, in developing implementation proposals, should carefully consider the implications on the work of the Organization of all of the relevant aspects of directives given by the General Assembly, draw the attention of the Assembly to any implementation problems that may arise, and make concrete proposals to deal with those problems.

5. In his statement before the Fifth Committee on 5 October 1999, the Secretary-General addressed concerns with respect to the roles of the General Assembly and the Secretary-General, as Chief Administrative Officer of the Organization. He noted that some of the over-administration stemmed from a plethora of resolutions and responsibilities handed down by the Member States over the years, layer upon layer, and he emphasized that the United Nations needed to become a more result-based Organization. In that regard, the numerous resolutions directly impacting on

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human resources management are reflective of this tendency to build multiple, complex and often conflicting policies.

6. This approach guided the Secretary-General in the preparation of a conference room paper, submitted to the Fifth Committee at the fifty-second session of the Assembly (A/C.5/52/CRP.2) with a view to drawing attention to certain problems which had arisen with respect to the implementation of resolution 51/226 of 3 April 1997. In addition to drawing attention to specific implementation issues which the Secretariat considered required further review by the Assembly, the following general observations were made:

> "42. It may be useful to view the problems that have arisen and continue to arise in connection with resolution 51/226 in a wider context. The resolution contains dozens of detailed provisions which, as was the case for paragraphs 26 and 27, were 'negotiated' texts aiming at governing conditions of service. The Secretary-General is obliged to implement those provisions, irrespective of the ensuing difficulties. The Secretariat usually has limited time to review draft resolutions before their adoption and such a brief review, usually by only a small number of officials, cannot reveal all the problems that will inevitably arise in the implementation of a great number of detailed provisions. The nature and extent of the problems only become apparent when the text is the object of an in-depth analysis of the manner in which it relates to other rules and practices, and is reviewed by all appropriate officials who are aware of the myriad circumstances to which the new rules must apply.
>
> "43. In order to avoid recurrence of a number of the problems encountered in the implementation of its resolution 51/226, the General Assembly may wish in the future to set 'the broad principles of personnel policy for the staffing and administration of the Secretariat', as envisaged by the scope and purpose provision of the Staff Regulations of the United Nations, and request the Secretary-General to develop specific implementation proposals. Those proposals would be considered and acted upon by the Assembly (see staff regulations 12.2 to 12.3). In developing those proposals, the Secretariat would be able to carefully consider the implications on the work of the Organization of all of the relevant aspects of directives given by the General Assembly, draw the attention of the Assembly to any implementation problems that may arise, and make concrete proposals to deal with those problems."

7. In submitting his comprehensive report on human resources management reform to the General Assembly at its fifty-third session, (A/53/342), the Secretary-General presented the overall vision behind, and strategic direction of, the human resources management reform effort and indicated the objectives, current status and future implementation proposals in each of its five major areas.

8. The Secretariat would require more experience with implementation of the most recent resolution in human resources management, namely, resolution 53/221 of 7 April 1999, before presenting an analysis. With respect to the major problems identified by the Advisory Committee, the Secretariat is currently working on simplification of the complex personnel regulations, development of a new recruitment and placement procedure to replace the current cumbersome and time-consuming process and mechanisms to expedite the mobility of staff. In this regard, certain implementation issues can already be noted:

(a) The need for more flexibility for the Secretary-General in conducting P-3 examinations, which may impede career development possibilities for staff at the P-2 level;

(b) The inconsistency between the requests to make existing recruitment procedures more timely and the request to double the time for circulation of vacancy announcements;

(c) The lack of flexibility given to the Secretary-General in assigning staff (sect. II, para. 5, of resolution 51/226 links his discretionary power of appointment and promotion to his Executive Office and the Under-Secretary-General and Assistant Secretary-General level) hinders the development of managed reassignment systems for junior staff;

(d) The inclusion of equitable geographic distribution as a factor in the G to P examinations. The Secretary-General has submitted a document to the Assembly on this matter, pursuant to the request of a number of delegations at the time of the adoption of the resolution (A/C.5/54/2).

9. In paragraph 103 of its report, the Advisory Committee recommended that the General Assembly request the Secretary-General to develop specific implementation proposals for submission to the Assembly. The intention of the Secretary-General would be to review the implementation of resolution 53/221 and, in the light of that experience, submit his views in detail to the General Assembly at its fifty-fifth session within the context of his comprehensive report on human resources management reform.

10. The Secretary-General welcomes the opportunity to propose, for the consideration of Member States, a slight modification in the working methods of the Fifth Committee, with a view to ensuring that the fullest information is available to Member States prior to their taking decisions with respect to human resources management. Although Secretariat officials are often asked to provide information and views during the formal and informal discussions of the Fifth Committee, there is often little or no time to comment on the final text of draft resolutions prior to their adoption. It may be helpful to provide the draft text of any resolution on human resources management to the Secretariat for its comments prior to the resolution's adoption. Such a procedure would allow the Secretariat to identify any problems with respect to implementation and allow the Committee to make amendments, if it so wished. The Secretariat would appreciate the views of the General Assembly on this proposal.

Notes

[1] *Official Records of the General Assembly, Fifty-fourth Session, Supplement No. 7* (A/54/7).